

THE UNITED REPUBLIC OF TANZANIA

PRIME MINISTER'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

SUMBAWANGA DISTRICT COUNCIL



THE ROLLING STRATEGIC PLAN
(2016/2017 - 2020/2021)

DEC 2015

EXECUTIVE SUMMARY

The Sumbawanga District Council Strategic Plan (2016/17 -2020/2021) supersedes the (2010/2011-2014/2015) Strategic Plan whose tenure came to an end in June 2015. Besides expiry of its validity, hence lack of legal mandate, a review of the Sumbawanga District Council Strategic Plan is necessitated by the external and internal changes that have a bearing in efficient operations of the Council. The (2016/17 - 2020/2021) strategic plan therefore is prepared on the basis of the achievements and impediments of the (2010/2011-2014/2015) Plan with a view to enhancing the District Council ability to respond and effectively carry out its core functions and more respond to external and internal challenges. A revised Plan is also expected to efficiently optimize the use of the increasingly limited and competitive resources while seizing the emerging development opportunities concomitant to growth vision of the district.

Formulation of this third strategic plan was participatory where a wide range of stakeholders were involved. This was necessary to enhance ownership and acceptability to stakeholders so as to have smooth implementation of the plan.

SITUATION ANALYSIS

Given the achievements made during the implementation of the (2010/2011-2014/2015) Strategic Plan and the constraints faced by Sumbawanga District Council (SDC) in the course of implementing that Plan, the key issues which need to be addressed during the next five years are:

- Increasing the financial capacity and sustainability for implementing all planned activities.
- Ensuring timely completion of projects carried forward from (2010/2011-2014/2015) Strategic Plan
- Improving working environment through provision of more facilities, equipments and other infrastructures to enhance better delivery of services.
- Increasing the number of qualified human resources and improving their remuneration in order to retain recruited staff.

In addressing these issues it is important to understand the strengths, weaknesses, opportunities and challenges with the view that the challenges can be turned into

opportunities. The SDC's strengths, weaknesses, opportunities and challenges are as summarized below.

Strengths

- A legal entity established on the basis of the Constitution of the United Republic of Tanzania.
- Existence of defined organizational structure with functions and responsibilities.
- Availability of qualified staff.
- Existence of functioning by-laws.
- Availability of working equipment like computers and vehicles.
- Existence of networked infrastructure to enhance service delivery.
- Availability of Land use plans to some of villages.
- Existence of staff training programme.
- Existence of team work spirit.
- Availability of council comprehensive health plans (CCHP).
- Availability of AIDS control plans at all level within the council.
- Availability of relevant planning and accounting systems i.e. Plan Rep and EPICOR.

Weaknesses

- Inadequate working facilities and equipment's.
- Inadequate number of qualified staff.
- Lack of head office buildings.
- Inadequate adherence to set laws, regulations and procedures.
- Inadequate financial resources to operationalize council missions.
- Dilapidated infrastructures.

Opportunities

- Unity and political stability.
- Positive support from the Central Government.
- Availability of abundant diversified natural resources endowments.
- Existence of national programs, policies, directives and guidelines relevant to SDC activities.
- Existence of organized and active primary cooperatives, SACCOS, SACCAS, NGOs, farmers groups and small scale entrepreneurs.

- Availability of fertile land.
- Presence of conducive environment to support agriculture, livestock and human settlement.
- Existence of potential internal and external development partners.

Challenges

- Unreliable rainfall.
- Change of mind set on traditional and cultural practices.
- Enhancing improved infrastructure.
- Low income of individuals.
- Effective enforcement of by-laws.
- Enhancing attractive working conditions.
- Reducing both income and non income poverty.
- Untimely release of funds from the central government and other development partners.
- Enhancing adequate involvement of community on various development activities in the council.

VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES

Vision

The vision of Sumbawanga District Council is *to deliver top quality services to its community*

Mission

We are called to commit ourselves in participatory planning of socio-economic activities and delivery of top quality services to improve the wellbeing of the people.

SDC Values

The operationalisation of the SDC mission is guided by eight major principles that constitute what the council values most. These values are Integrity and accountability, fairness, transparency, respect, effectiveness, efficiency, participatory management and continuous learning.

Strategic Objectives

The following are the strategic objectives that are geared towards achieving SDC's mission and realizing its vision.

- Improve accessibility, equity and provision of high quality education services to the communities in the Council.
- Provide high quality health services to the Communities in the Council.
- Enhance Supply of safe and clean water within applicable distances and improve environmental sanitation to the communities in the Council.
- Maintenance and construction of adequate infrastructures in the Council.
- Facilitate provision of extension and cooperative services, Credit schemes, industries for improving quality of agricultural and livestock products, marketing services and food security in the Council.
- Enhancing sustainable utilization of land, natural resources and environmental conservation in the Council.
- Ensuring good governance, coordination of planning process and mobilization of resources for socio-economic development in the council jurisdiction.

Under each of these strategic objectives there are strategies to be used to achieve each of the objectives as shown in section 3.5 of this document.

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the SDC Strategic Plan (2016/17 - 2020/2021). The DED, with the support of the Council Management Team, shall regularly report to the Full Council with regards to the plan implementation and its overall performance.

Since the Rolling Strategic Plan cuts across all mission activities of the SDC institutional structure, it is advisable that a Planning Department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Departments and Units/Sections shall be responsible for

the day to day implementation of the Strategic Plan with a helping hand from the key stakeholders.

Monitoring

A monitoring and evaluation system is needed for effective implementation of this plan. Implicitly, monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the Planning Department to the organs representing the SDC Community such as the CMT, Council Standing Committees and Full Council. Apart from reporting at the various Council committees, there shall be one internal review meeting 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.

Evaluation

In order to assess the performance of the plan, there shall be annual Plan Evaluation exercises for the entire plan period. In order to match activity funding with plan implementation, evaluation and review; it is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are Interim Evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation to be carried at the end of the planned period (five years) using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the SDC Strategic Plan (2016/17 - 2020/2021) shall largely aim at: establishing whether the Council is mobilizing adequate resources effectively and efficiently; providing justification in the use of such scarce resources; Assessing the reasons given with regards to success or failure in achieving implementation targets; as well as understanding whether the Plan implementation is achieving desired impact in fulfilling the SDC vision and mission.

Review

Plan reviews shall be triggered by the results of evaluation activities. That is, Plan reviews are meant to be responses to the shortcomings in the course of Plan implementation. There shall be minor Plan reviews annually, Medium Plan reviews after two and half years and a major Plan review after five years.

Assumptions and Risks

For the objectives of this strategic plan (2016/17 - 2020/2021) to be achieved, the following are the major assumptions which need close monitoring and timely response by SDC management.

- Continued conducive political and socio-economic environment.
- Continued willingness of stakeholders to support and respond effectively to the needs of SDC in implementing the strategic plan.
- Improved conditions for effective staff retention and motivation.

The major risk is the availability of adequate financial resources to implement the planned activities for achievement of the strategic plan

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ABBREVIATION

ANC	Ante natal care
CBOs	Community Based Organizations
CCHP	Council Comprehensive Health Plans
CMT	Council Management Team
COMATAA	Community Mapping and Theatre against AIDS
CSO	Civil Society Organization
D-by-D	Decentralization by Devolution
DED	District Executive Director
DEO	District Education Officer
DHRO	District Human Resource Officer
DMOH	District Medical Officer of Health
FBOs	Faith Based Organizations (FBOs)
HIV/AIDS	Human Immune virus/acquired immune Deficiency Syndrome
LGAs	Local Government Authorities
LGRP	Local Government Reform Programme
LGSC	Local Government service Commission
MCH	Maternal & Child Health
<i>MDGs</i>	<i>The Millennium Development Goals</i>
MMR	Maternal Mortality Rate
MTEF	Medium Term Expenditure Framework
MVC	Most Vulnerable Children
NBS	Nation Bereau of Statistics
NGO	Non-governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
O&OD	Opportunities and Obstacles to Development
PLWHAs	Peoples Living with HIV/AIDS
PMTCT	Prevention of Mother to Child Transmission

CHAPTER ONE

INTRODUCTION

1.1 Historical Development of Sumbawanga District Council

Sumbawanga District council was established in 1984 under local government Act No. 7 of 1982. Geographically, Sumbawanga District Council is estimated to be in Latitude 7.8 and 9 South of Ikweta, and Longitude 31 and 32.1 East of Greenwich; The Sumbawanga District Council is 1,700M, above the sea level. The Council borders Kalambo District Council on South, Songwe Region on East, Lake Rukwa on North, Nkasi District Council and Sumbawanga Municipal on West and Katavi Region North - West. Likewise, administratively, the head office of Sumbawanga District Council is in Sumbawanga town at Bomani area, the District Council has 1 Constituency known as Kwela, 4 Divisions, 27 Wards, 114 Villages and 494 hamlets.

It is estimated that, Sumbawanga District Council has 8,871 sq km, of which 668 sq km is water and 8,203sq km is Land. According to Census of housing and population, conducted in august, 2012, Sumbawanga District Council has a population of 305,846 people, of which 156,784 are female and 149,062 are Males, District Council has 53,841 households average of 5 people in each house.

Economically, the people in the District Council, mainly depends on agricultural activities, of which 90% of the people are engaged in agriculture, cultivating Maize, Paddy, Beans, Fingelets, Groundnuts, Casava and Sunflows, which are also used as a cash crops. The 9% of population is engaged in fishing activities in Lake Rukwa. It is estimated that, the per capita income of the people of Sumbawanga District Council is 1,080,000/-, mainly comes from Agriculture (90%), Fishing (9%), Beekeeping and other activities (1%).

The main ethnic groups in the district are Fipa, Mambwe, Lungu, Kwa and Nyiha. These ethnic groups are mainly distributed into two zones, namely Fipa plateau (Fipa, Nyiha and Mambwe) and Lake Rukwa basin (Kwa).

1.2 Implementation of the Previous Strategic Plan:

Several achievements have been revealed during the implementation of the SDC Strategic Plan of the (2010/2011-2014/2015). The following is a summary of Planned Targets Vs Main Achievements *of the SDC Strategic Plan of the (2010/2011-2014/2015)*

1.2.1 Planned Targets and Achievements

1.2.1.1 GENERAL ADMINISTRATION

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	Strengthening District and community HIV/AIDS Advocacy and response to 30 drama group by June 2015	Achieved by 55%.
2	Reducing Risk of HIV infection among vulnerable groups in 30 villages by June 2015	Risk of HIV infection among vulnerable groups Reduced
3	Facilitating Social support for PLHAs, MVC, disabled, and widows in 27 wards by June 2015	A total number 265 secondary school orphans and vulnerable children have been supported with school fees and other educational materials.
4	Implementing Council HIV and AIDS Comprehensive plan by June 2015	By June 2015, HIV and AIDS Comprehensive plan implementation have been carried out by 65%
5	Developing Workplace HIV and AIDS programme in council by June 2015	A total number 15 council workers living with HIV have been supported with food and fare when per suing their treatment (achieved by 70%)
6	Expanding HIV testing and counseling services in 17 wards by June 2015	Testing and counseling on HIV services expanded and achieved by 70% from 12 wards to 27 wards.
7	Strengthening school-based gender sensitive sexual reproductive health and HIV and AIDS education in 20 primary and 20 secondary schools by June 2015	Education on sexual reproductive health and HIV/AIDS has been provided to 20 primary school and 20 secondary school which is equal to 100%
8	Managing Natural catastrophes within the	Natural catastrophes controlled during

	region by 80% by the year, 2015	the targeted period by 70%
9	Improving community contribution to physical infrastructure at 20% by 2015	Community contribution to physical infrastructure increased to 10%
10	Facilitating skills development for councilors and staffs by June 2015	Development skills to councilors and staffs achieved by 60%
11	Enhancing professional and career development activities	professional and career development activities achieved by 30%
12	Improving re-tooling status in offices	Re-tooling status in offices Improving by 80%
13	Facilitating technical assistance to staffs by June 2015	Technical assistance to staffs achieved by 90%
14	Enhancing conducive working environment to 168 staff by June 2015	Conducive working environment to 168 Staffs improved by 60%
15	Increasing qualified staff from 2854 to 3066 by June 2015	Qualified staff improved and achieved by 95%
16	Strengthening Monitoring and evaluation of various activities by June 2015	Monitoring and evaluation of various activities strengthening to 60%
17	Improving Office accommodation in the council by June 2015	Office accommodation in the council achieved by 55%
18	Increasing tree planting from 1.5 million to 4 million by June 2015	Tree was planted and increasing from 1.5 million 2.5 million equal to 40%
19	Ensuring council contribution to different social institutions/group by June 2015	Council contribution to different social institutions/group Ensuring to 60%
20	Reducing Land use conflict at 201 villages by June 2015	Meetings for resolving land conflicts were held in 3 villages

1.2.1.2 POLICY AND PLANNING

s/n	PLANNED TARGET	ACHIEVEMENT
1	Improving Physical infrastructure by June 2015	Physical infrastructure improved by 60%.
2	Facilitating Participatory implementation, monitoring and evaluation system by June 2015	- Priorities for developments sub-projects to be implemented originated from the grass root at 114 villages and

		<p>27 wards.</p> <ul style="list-style-type: none"> - Community participation in implementation of the projects was realized through tangible building materials, labour force as well as contribution in cash by 70% - Monitoring and evaluation of the projects was undertaken by council management team and finance committee periodically and quarterly
3	Ensuring implementation of Quality council plan and approval of the budget two months before end of financial year annually by the year 2015	<ul style="list-style-type: none"> - Office working tools available - Statutory benefit were effected as funds were received
4	Facilitating projects implementation at the sub district levels (LLG 50% of CDG allocation) in all 27 wards by the year 2015	Council plan and budget prepared and scrutiny was conducted as planned
5	Enhancing Conducive working environment to 7 staff by June 2015	<ul style="list-style-type: none"> -Office working tools was available -Statutory benefits were affected as releases of funds were flowing.

1.2.1.3 LEGAL

s/n	PLANNED TARGETS	ACHIEVEMENTS
1	Enforcing Council legal rights and by laws enhanced by June 2015	Appropriate advice was produced during statutory meetings as far as legal matters are concerned. Legal rights and enforcement by laws enhanced by 70%

1.2.1.4. INTERNAL AUDIT

s/n	PLANNED TARGETS	ACHIEVEMENTS
1	Ensuring Internal-Control on Council funds by June 2015	<ul style="list-style-type: none"> -Quarterly progressive- reports were produced on time -Quarterly visits were conducted as planned -Target achieved by 80%

1.2.1.5. FINANCE-ADMINISTRATION

s/n	PLANNED TARGETS	ACTUAL ACHIEVEMENTS
1	Ensure compliancy of IPSAS by 100% by 2015	Was ensured and achieved by 80%

1.2.1.6. PMU AND STORES

s/n	PLANNED TARGETS	ACHIEVEMENTS
1	Improving conducive working environment in PMU Office by June, 2015	PMU office improve by 50%

1.2.1.7. TRADE AND ECONOMY

S/n	PLANNED TARGETS	ACHIEVEMENTS
1	Training of 1500 traders from 250 traders facilitated on how to start and improve business	300 Traders was training and the target achieved by 20%
2	Advertisement of commodities which produce by the Sumbawanga District Council through Sabasaba and Nanenane exhibition by June 2015	Done during nanenane day at Mbeya Region by 201 5.
3	Secure market information for traders within the District by June 2015	Not done due to shortage of fund
4	Inspecting 400 traders, 300 bottle stores and 40 medical stores ensured by 2015	Achieved by 40% through inspection
5	Enhancing Conducive working environment to 5 staff ensured by June, 2015	Statutory benefits were effected as funds were

1.2.1.8.CO-OPERATIVES AND MARKETING

S/n	PLANNED TARGETS	ACHIEVEMENTS
1	Promoting Rural development economies through promotion of primary Co-operative societies from 38 in 2010 to 56 societies by June 2015	42 primary Co-operative societies was promoted and target achieved by 75%
2	Raising Rural development economies through promotion of SACCOS/AMCOS from 38 to 60 SACCOS	Not done due to late release

	by June 2015	of Funds in the financial year 2014/2015.
3	Enhancing conducive working environment to 7 staff by June 2015	Conducive working environment to 7 staff was ensured and achieved by 80%

1.2.1.9. LIVESTOCK

s/n	PLANNED TARGETS	Achievements
1	Supporting the number of groups of PLHIV/AIDS in productive activities from 3 in 2011 to 18 by June 2015	6 number of PHLHIV/AIDS groups were supported
2	Expanding the coverage of Livestock Extension Services delivery from 25% in 2011 to 65% by June 2015	Livestock extension services delivery expand by 45%.
3	Increasing and improving livestock production infrastructures from 56 structures in 2011 to 80 structures by June 2015	44 livestock production infrastructures are improved.
4	Improving the capacity of Livestock keepers to enhance livestock production and management from 25% in 2010 to 45% by June 2015	The capacity of livestock keepers improved by 35%.
5	Controlling livestock diseases and increasing preventive measures from 45% in 2013 to 75% by June 2015	Livestock diseases control and measures increased by 55%.
6	Improving conducive working environment to 5 staff ensured by June 2015	working environment to 6 staff ensured by 30%

1.2.1.10. AGRICULTURE

S/N	PLANNED TARGETS	ACHIEVEMENT
1	Expanding the coverage of agricultural extension services delivery from 45% in the year 201 1 to 75% by June 2015	Agricultural extension services delivery increased to 55%

2	Increasing and improving agriculture infrastructures from 74 structures in 2011 to 84 structures by June 2015	Sumbawanga District Council have 29 Agriculture infrastructures
3	Increasing agriculture irrigation structures from 3 structures in 2011 to 7 structures by June 2015	Sumbawanga District Council have 2 irrigation schemes
4	Enhancing conducive working environment to 10 staff by June 2015	Conducive working environment to 10 staff was ensured and achieved by 40%
5	Improving Agriculture extension services by June 2015	Not done due to late release of fund(Fund received late December 2015)

1.2.1.11. EDUCATION ADMINISTRATION

s/n	PLANNED TARGETS	ACHIEVEMENT
1	Strengthening School Gender Sensitive sexual reproductive health, HIV and AIDS education to 14 staff by the year 2017.	Education on gender sensitive sexual reproductive health and HIV/AIDS was provided through seminars, and work meeting sections.
2	Conducive working environment ensured to 14 staff by year 2017	Statutory benefits such as extra Duty allowance, tuition fees, leave travel and moving expenses being provided up to 45%

1.2.1.12 PRIMARY EDUCATION

S/N	PLANNED TARGETS	ACHIEVEMENT
1	Strengthening School based gender sensitive sexual reproductive health, HIV and AIDS reproductive education in 200 primary schools by June 2015	Education on gender sensitive sexual reproductive health and HIV/AIDS was provided

		through seminars, and work meeting sections.
2	Ensuring conducive working environment to 1920 teachers by the year 2015	Statutory benefits such as extra Duty allowance, tuition fees, leave travel and moving expenses have been provided Equivalent to 50%
3	Increasing Net enrolment rate of standard one pupils from 94% to 100% by the year 2015	Net enrolment rate of standard I pupils increased from 88% to 98%
4	Increasing pass rate in National Exams increased for m 48% to 82% for standard IV and from 38% to 70% for standard VII by the year 2015	Pass rate in national exams increased from 70% to 75% for STD IV and from 37% to 42.06% for STD VII.
5	Implementing Projects at the Sub District Levels such as increasing primary school buildings from 4397 to 4415 by June 2015	Not done due to shortage of fund

1.2.1.13. ADULT EDUCATION

S/n	PLANNED TARGETS	ACHIEVEMENT
1	Reducing HIV/AIDS infections at working place from 5.8% to 4% by June, 2015	HIV/AIDS infections at working place reduced to 5
2	Improving conducive working environment to 36 staff by the year 2015	Statutory benefits such as extra Duty allowance, tuition fees, leave travel and moving expenses have been provided equivalent to 50%
3	Reducing illiteracy rate among adults (aged 19 and above), youths (aged 14-18) children (aged 11-13) from 48% to 20% by June, 2015	Illiteracy rate among adults (aged 19years and above), youths (aged 14-18years), children (aged 11-13years)

		reduced from 48% to 40%.
4	Increasing pass rate of COBET learners from 35% to 70% by June, 2015	Not done
5	Enhance data collection, monitoring and evaluation for long life learning management information system (LL-MIS) by June, 2015	Not done due to shortage of fund

1.2.1.14 CULTURAL OFFICE

S/n	PLANNED TARGETS	ACHIEVEMENT
1	Promotion of Sport and games in 200 Primary schools by June 2015	Sports and been promoted to primary equivalent 103 to 100%

1.2.1.15 SECONDARY EDUCATION

S/n	PLANNED TARGETS	ACHIEVEMENT
1	Strengthening School based gender sensitive reproduction, health and HIV and AIDS education in 31 secondary schools by 2015	Gender based sensitive reproduction, health and HIV /AIDS education strengthened in 13 secondary schools and the target achieved by 40%
2	Strengthening Gender sensitive, sexual reproductive health, HIV and AIDS education in 15 staff by the year 2015	Done and achieved by 40% through education
3	Enhancing conducive working environment to 450 staff in secondary schools by the year 2015	Conducive working environment to staff in secondary ensured and achieved by 75%
4	Maintaining and increasing Enrolment rate of Form one student to 100% by year 2015	Target achieved by 90%. All students passed standard seven examination were accessed to secondary schools

6	Increasing Pass rate in national examinations from 47% to 90 % for Form II , from 49% to 90% for Form IV and to 90% for Form VI by June 2015	Pass rate in national examinations increased as follow <ul style="list-style-type: none"> • Increased to 93.8% for Form II • Increased to 77.5% for Form IV
7	Increasing the number of Secondary school buildings from 308 in 2010 to 543 by the year 2015	Secondary school buildings increased to 347.

1.2.1.16 VOLUNTARY AGENCY HOSPITAL

SUB- VOTE: 508C

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Ensuring availability of drugs, equipment's, medical supplies, insecticides and reagent at 100% by June, 2015	Medical store Department provides and distributed Medical ,equipment's, medical supplies, Insecticides
2.	Improving supervisory visits to and conducive working environment in DMO office to a 100% by June, 2015	64 Health facilities were supervised at 80% by 2015.
3	Improving Physical infrastructure at 80% by June 2015	Various projects are in progress at 60% by 2015

1.2.1.17 HEALTH CENTRES

S/n	PLANNED TARGETS	ACHIEVEMENT
1	Ensure prolonged life of PLHAS and reduce new HIV infection cases from 4.9% to 4% by June, 2015	<ul style="list-style-type: none"> • Prevalence of HIV infection reduced from 4.9% to 1.9%.

2	Improving Service delivery in 8 health centers at 80% by 2015	Health services delivery improved by 70%
3	Enhance conducive working environment to 200 staff at 90% by June, 2015	Working environment enhanced by 70%
4	Capacity building to 60 trained health workers increased at 80% by June, 2015	Capacity building to health facilities improved by 70%.
5	Reduce proportional of malaria cases to under 5 reduced from 6 to 4.8% by June 2015	Malaria cases among under five reduced by 3.9%.
6	Ensure availability of drugs, equipment, medical supplies, insecticides and reagents at 100% by 2015	Medical equipment, medical supplies, and medicine available by 60%
7	Enhancing Supervisory visit and conducive working environment in DM0 office by June, 2015	Working environment improved by 70%
8	Ensure vaccination performance of all antigen to illegible are at high level above 90% by June, 2015	Vaccination antigen maintained above 90% at all antigens.
9	Increasing integrated outreach services for all neglected tropical diseases from 20% to 60% by June, 2015	Mass drugs administration at community levels improved by 80%
10	Develop physical infrastructure at 80% by June, 2015	Physical infrastructure improved by 75% by 2015

1.2.1.18 DISPENSARIES/CLINICS

S/n	PLANNED TARGET	ACHIEVEMENT
1	Ensure prolonged life of PLHAS and reduce new HIV infection cases from 4.9% to 4% by June, 2015	Prevalence of HIV infection

		reduced from 4.9% to 1.9%.
2	Ensure conducive working environment to 105 staff at 90% by June, 2015	Working environment improved by 90% by 2015
3	Reducing the proportion of nutritional disorders from 6% to 3% by June, 2015	Proportional of Nutritional disorders reduced by 2%.
4	Develop physical infrastructure at 80% by June, 2015	Physical infrastructure improved by 75%.
5	Ensure availability of drugs, equipments, medical supplies, insecticides and reagent ensured by June, 2015	Medical store Department provides and distributed Medical equipments, medical supplies, Insecticides and reagents to the health facilities improved by 60%.
6	Improve supervisory visits to 100% and conducive working environment in DMO's office strengthened by June 2015	64 Health facilities were supervised by 75%.
7	Maintain Vaccination performance of all antigen to illegible at high level above 95% by June, 2015	Distribution of vaccination and outreaches performed to 64 stations for 90%.
8	Reduce the number of TB and leprosy cases less than 1 case per 1000 population in the council by June, 2015	Supervisions on TB and Leprosy centers conducted and different meetings performed by 80%.
9	Increase a coverage of environmental health sanitation from 60% to 90% by June, 2015	Environmental sanitation improved by 70%
10	Reduce epidemic diseases from 1.5% to 0.2% by June, 2015	Epidemic diseases REDUCED from 1.5% to 0.0%
11	Trachoma cases reduced from 1.1% to 0.5% by June, 2015	Trachoma cases reduced from 1.1% to 0.5%

12	Improve management in all health facilities at 90% by June , 2015	Health services improved by 70%
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1.2.1.19 RURAL WATER SUPPLY

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Raise the provision of clean and safe water adequate from 2365 Cubic M 2010, to 4409. Cubic M by June 2015	Clean and safe water raised to 2,625.15 Cubic M
2.	Ensure conducive working environment to 8 staffs by June 2015	Working Environment ensured by 60%
3.	Increase a number of highly qualified staffs in water department from 5 to 8 staffs by June 2015	Three numbers of qualified Staffs increased.
4.	Increase assess of Clean" and safe water through conservation of water source to 15 wards by June 2015	Community have access to clean and safe water by 52%

1.2.1.20 WORKS ADMINISTRATION

S/n	PLANNED TARGETS	ACHIEVEMENT
1	Ensure conducive working environment to 33 staff ensured by	Target achieved by 75%. for financial year 2014/2015

1.2.1.21 ROAD SERVICES

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Improve Road conditions by 235 km (funded under ROAD FUND) by 2015	Target achieved by 85%. 598.1 Km of Road Network improved by December, 2015

1.2.1.22 NATURAL RESOURCES ADMINISTRATION

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Stigma Denial and Discrimination reduced from 60% to 30% in Natural Resources by the year 2015	This target was not implemented due to lack of fund.
2.	Performance and operation of environment policies by June 2015	Awareness on national environmental policy was provided to 18 villages through collaboration with other stakeholders such as WCS, TFS and lake Tanganyika intergraded management program.
3.	Participatory Forest Management processes in 7 villages to cover 1200 Ha. by June 2015	Not done because funds for activities was not released
4.	Develop Micro Projects in way that enforce programmed activities	Not done because the budget was not released
5.	Increase District capacity to facilitate and supervise natural resources activities through awareness raising	Achieved by 60%

1.2.1.23 LAND ADMINISTRATION

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Increase Planned settlement in urban areas by June 2015	We have Five (5) Town ship, and four (2) Townships are in process of preparing drawings which will results to 900 plots.
2.	Ensure conducive working environment to 9 staffs by 2015	Achieved by 45%

1.2.1.24 LAND MANAGEMENT

S/n	PLANNED TARGETS	ACHIEVEMENT
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1.	Increase environmental health and sanitation coverage from 65% to 90% by June 2015	Environmental health and sanitation coverage increase from 65% to 68%
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1.2.1.25 GAME

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Promoting and strengthening of Wildlife Information ensured by June	Wild life Information was Promoted and strengthening target achieved by 70%
2.	Ensure conducive working environment to 9 staffs at 100% by	Salaries and other statutory benefit were paid to game staff.
3.	Protection of 1 Game reserves ensured by June 201 5	Four patrols were conducted in Uwanda game reserve.

1.2.1.26 FISHERIES OPERATIONS

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Increase Capacity of fisheries entrepreneurs in fishing and fishing economies from 15% in 2011 to 35% by June 2015	Fisheries entrepreneurs in fishing and fishing economies improved by 20%
2.	Ensure conducive working environment to 10 staff by June 2015	Statutory benefit were paid by 40%
3.	Increase quality and quantity of fish productions from 40% to 80% by June 2015	Quality and quantity of fish productions increased from 40% to 65% through training on sustainable fishing technique and modern processing
4.	Reduce illegal fishing practices in Lake Rukwa reduced from 500 cases to 100 cases by the year 2015	Illegal fishing practices in Lake Rukwa reduced from 500 cases to 300

1.2.1.27 FORESTRY MANAGEMENT

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Promote forest product micro projects in 10 villages by June 2015	Not implemented due to lack of fund
2,	Protection of 5 forest Reserves by June 201 5	Awareness campaigns and patrols were conducted to protect forest reserves.
3.	Ensure conducive working environment to 6 staffs by June 2015	-salaries paid on time Statutory benefits effected as funds were flowing

1.2.1.28 BEEKEEPING OPERATIONS

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	Increase quality and quantity of Honey production from 10% to 50% by June 2015	Quality and quantity of Honey production increased to 30% by 2015
2.	Technical knowledge in management and utilization of beekeeping product to 10 villages improved by June 2015	Technical knowledge in management and utilization of beekeeping products improved to 4 villages

1.2.1.29 COMMUNITY DEVELOPMENT ADMINISTRATION

S/n	PLANNED TARGETS	ACHIEVEMENT
1.	HIV/ AIDS infection reduced and reproductive services accessed in 10 wards and 20 workers in	Achieved by 20%
2	High skilled staff increased in the department by June 2015	This target archived by 100%
3	Increase Income generating activities from 50% to 75% by June 201 5	This target archived by 60%

4	Establish Income generating activities for 100 women groups and 80 youth groups by June, 2015	Income generating activities (IGAs) were increased by 60%
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1.2.2 Shortcomings of the 2010/11-2014/15 Strategic Plan

Despite the above achievements, SDC has been constrained by several factors during the implementation of its second strategic plans. In general, the following are considered to be the major constraints that have been faced by SDC during the implementation of the First Five Years Strategic Plan:

- Inadequate financial resource to implement all planned activities
- Inadequate appropriate working facilities
- Inadequate qualified human resources for undertaking SDC mission activities
- Poor infrastructures, which leads into price fluctuations
- Rise in fuel price, which led into general price rise
- Inadequate competent contractors in water and works projects
- Inadequate medical and laboratory supplies, as well as
- Unreleased or late disbursement of funds in various projects like agriculture, works and water.

1.3 Rationale of the Rolling Strategic Plan for (2014/2015 - 2020/2021)

The Sumbawanga District Council Strategic Plan (2010/2011-2014/2015) supersedes the (2006 -2010) Strategic Plan whose tenure came to an end in June 2010. Besides expiry of its validity, it lacks legal mandate. Furthermore, a review of the Sumbawanga District Council Strategic Plan was necessitated by the external and internal changes that have a bearing in efficient operations of the Council.

The 2014/2015-2020/2021 strategic plan therefore is prepared on the basis of the attainments and constraints of the 2010-2015 Plan with a view to enhancing the District Council ability to respond and effectively carry out its core functions and more respond to external and internal challenges. A revised Plan is also expected to efficiently optimize the use of the increasingly limited and competitive resources while seizing the emerging development opportunities concomitant to growth vision of the district.

1.4. The Approach, Process and Methodology

Review process of this Strategic Plan required a consortium of the council's knowledgeable individuals with a backstopping of an external resource person. A Task Force comprising of all Heads of departments and units was therefore formed by the Council's Coordinating Office in order to serve as a think tank but also provide an important link with the rest of the Council Community. The task force reviewed the implementation of the previous strategic plan so as to come up with the achievements and constraints of its implementation. This activity therefore formed one of the key inputs to this revised Rolling Strategic Plan.

A workshop was organized to discuss and deliberate on the draft document with the aim of improving and fine-tuning it as well as to enhance ownership of the document. After the consultative workshop, comments were incorporated and a final draft of the strategic plan was produced and submitted to the relevant organs of the council for approval.

1.5 Organization of the Strategic Plan

This Strategic Plan document is organized in four Chapters. The first Chapter introduces the Plan by highlighting the council's insights on the location of the SDC, its area and population, administrative units, climatic condition, agro-ecological zones and social cultural systems. Thereafter, the implementation of the previous strategic plan (2010/11 - 2014/15), rationale for the SDC Rolling Strategic Plan (2015/16 - 2020/21), formulation process and organization of the strategic plan are described. The second Chapter analyses the external and internal environment of the SDC, and summarizes the strengths, weaknesses, opportunities and challenges surrounding SDC that the third Five Years Strategic Plan ought to take into account. Chapter three presents the vision, mission, SDC values, strategic objectives, key targets and strategies for each area of implementation. Chapter four provides a framework for plan implementation, monitoring, evaluation, review and major assumptions and risks.

CHAPTER TWO

ANALYSIS OF EXTERNAL AND INTERNAL ENVIRONMENT

2.1 Overview

This chapter presents the features of existing external and internal environment which have a bearing to the operations of the Sumbawanga District Council. Whilst the analysis of external environment covers overviews of international initiatives and national policies and strategies that have a bearing on operations of the Council, the analysis of internal environment dwells on analysis of the current situation including achievements that have been made by the Council during the implementation of the First Five Years Strategic Plan as well as constraints faced during the implementation of that Plan. The chapter winds up with a summary of strengths, weaknesses, opportunities and challenges based on the analysis of the external and internal environments.

2.2 External Environment

The general external environment of the Council goes beyond the nation's boundary to include the international environment. It is therefore important to review the external environment in order to understand the contextual setting envisaged in formulating strategic objectives for council development for the next five years. This will enable the Council to be responsive to the relevant and changing environment as well the emanating complex and dynamic problems and challenges.

2.2.1 The Millennium Development Goals (MDGs)

The MDGs are global - level commitments on sustainable human development. The goals are very relevant to the core mission of the Council largely because they focus on extreme poverty eradication, universal education, environmental sustainability, improvement of maternal health, combat HIV/AIDS, malaria and other diseases, improvement of access to clean and safe water and promotion of gender equality and women empowerment. Therefore SDC 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.

2.2.2 Vision (2025) and the Strategy for Growth and Reduction of Poverty (II)

Tanzania envisions that by 2025 it will have attained a remarkable development from a least developed to a middle income country in the areas of peace, stability and unity; good governance, well-educated society and a competitive economy capable of producing sustainable growth. After implementation of the first phase of the National Strategy for Growth and Reduction of Poverty (NSGRP), the government has launched a second phase of NSGRP/MKUKUTA to expedite the process of attaining the national development vision. SDC as one of the councils responsible for service delivery in the country could serve as one of the government vehicles in attaining the goal of vision 2015 and thus reduce the poverty level among Tanzanians.

2.2.3 Gender Aspects

The society of Tanzania, like others in the developing countries is faced with the problem of gender inequalities. There is a remarkable national and international concern on the need to actively address gender-based inequalities and its mainstreaming. There is no doubt that gender aspects in the country involve complex socio-cultural factors and hence quite challenging as require long-term interventions at various levels. SDC shall embark on contributing towards alleviating inequalities based on gender and thus promote sensitization of gender aspects.

2.2.4 Local Government Reform Programme

The Government of Tanzania is currently implementing the second phase of Local Government Reform Programme (LGRP II) amidst both progressive and gendered policies and strategies aimed at attaining gender equity, democracy and sustainable development. The overall goal of LGRP II is to achieve accelerated and equitable socio-economic development, public service delivery and poverty reduction across the country. In relation to the overall goal, the overall programme purpose of LGRP II is to achieve devolution of Government roles and functions, and to that end transform LGAs to competent strategic leaders and coordinators of socio-economic development, accountable and transparent service delivery and poverty reduction interventions in their areas of jurisdiction. However, local governance is facing a number of development bottlenecks in reference to the implementation of the D-by-D policy.

Some of the bottlenecks include lack of strategic leadership, inadequate involvement of the public, civil society and private sector, lack of capacity and gender awareness/gender mainstreaming and sensitivity among councilors and senior managers, lack of career and staff development plans in most LGAs and there are poor relations between councilors and council staff. SDC as one of implementing institutions shall ensure that the goal and purpose of LGRP II is realized through enhanced strategic leadership and service delivery.

2.2.5 Agricultural Sector Development Strategy

The Agricultural Sector Development Strategy provides a comprehensive strategy and framework for the implementation of the sector policies. The strategy defines the means for achieving the central objectives of the national agriculture and livestock policies. It is designed to create an enabling and favourable environment for improving productivity and profitability of the agriculture sector, which is expected to increase farm incomes in order to reduce rural poverty and ensure household food security. In addition in June 2009, the Tanzania National Business Council under its chairman President J.M. Kikwete organized a two days meeting to discuss the policies and strategies for transformation of Tanzania's agriculture under the theme KILIMO KWANZA. The following were the resolution: To embark on KILIMO KWANZA as Tanzania's Green Revolution to transform its agriculture into a modern and commercial sector; to integrate KILIMO KWANZA into the Government machinery to ensure its successful implementation; to mobilize the private sector to substantially increase its investment and shoulder its rightful role in the implementation of KILIMO KWANZA and declared that the implementation of KILIMO KWANZA will comprise the following ten actionable pillars:

- i. Political will to push agricultural transformation.
- ii. Enhanced financing for agriculture.
- iii. Institutional reorganization and management of agriculture.
- iv. Paradigm shift to strategic agricultural production.
- v. Land availability for agriculture.
- vi. Incentives to stimulate investments in agriculture.
- vii. Industrialization for agricultural transformation.
- viii. Science, technology and human resources to support agricultural transformation.

- ix. Infrastructure development to support agricultural transformation.
- x. Mobilization of Tanzanians to support and participate in the implementation of KILIMO KWANZA

Since SDC is one of the Government machineries for implementation of national policies, strategies and priorities, it will ensure that agriculture in the district is transformed in accordance with the ten KILIMO KWANZA actionable pillars.

2.2.6 Cooperatives Development Policy and Other National Policies

The Cooperative Development Policy emphasizes on first transformation of farming from subsistence to commercial enterprises for the majority of producers, secondly assisting farmers to undertake critical problem analysis and assessment to understand the available alternative opportunities, production costs and market trends so that they can allocate their resources more efficiently and put emphasis on processing, value adding, and improvement of quality of products.

The Cooperatives Development Policy therefore provides some of the key challenges and opportunities for future development in this sector. In particular, the policy narrates the roles and responsibilities of the Government and other stakeholders in the promotion of autonomous competitive and member based cooperatives under the free market economy. SDC shall strive to ensure that cooperatives in the district are strengthened to enable realization of their goals.

Likewise, there are other national sectoral policies such as Rural Development Policy, Environmental policy, Land Policy, Water Policy, and the slogan “HAPA KAZI TU” that emphasize on commitment and accountability in the implementation of various national priorities so as to attain the envisaged goals, objectives and targets. SDC shall ensure that the national priorities are mainstreamed in the council plans accordingly. That is through integrating various national policies in SDC Strategic Plan of (2016/17 - 2020/2021).

2.3 Internal Environment

2.3.1 Planning

For effective and efficient functioning of SDC proper planning system is inevitable. Planning process in the district starts at villages' level where the community agrees on the priorities in line with principles of the 'Opportunities and Obstacles to Development' (O&OD) planning methodology. The village plans are then submitted to the Ward Development Committee which consolidates village plans to have a ward plan. During this process, the activities that cover more than one village are given high priority. The wards submit their plans to the council, which, through various committees, review the plans and consolidate them to come up with a council plan.

The planning process is guided by guidelines prepared by the Ministry of Finance and Economic Affairs (Guidelines for the Preparation of Medium Term Plan and Budget Framework). The guidelines define the priority areas for resource allocation for each sector with an end objective of pursuing the agenda of improving the lives all Tanzanians through strategic planning and allocation of resources in a way that will result into quick wins which in turn will lead to accelerated economic growth. The guidelines also provide the ceilings of financial resources to be allocated to each sector. However, development planning processes have not been very effective and efficient due to inadequate participation of stakeholders. Other factors hindering effective efficient planning process include weak monitoring and evaluation systems, poor data management and storage systems.

2.3.2 Community Development

The community development department aims at facilitating the community to unearth the problems existing in their communities and be able to use their resources in solving such problems. The department has managed to mobilize communities to establish various economic groups as a means of improving their incomes. Fostering partnership with private sector and other Civil Society Organizations (CSOs) have enhanced and boosted the councils' efforts in supporting community initiatives in development projects. Collaboration with various CSOs has enhanced good governance training, HIV/AIDS interventions, environmental activities; awareness on communicable diseases by providing health education like cholera, malaria, and other common diseases. Provision of loans through Women Development Fund to women entrepreneurs groups has enabled them to engage on

production activities. Mobilization of community to participate in various development activities has raised contribution from the community. For instance for the past five years community at ward level has actively participated in construction of ward secondary schools and laboratories through various contributions such as cash, man power and building materials available in their area like bricks, sands and stones. In addition community has been actively involved in identification of people living in difficult environment (vulnerable people). More than 55% of identified Most Vulnerable Children had been supported with basic needs by the community and 16% (People with albinism) of disabled people had supported with sunblock lotions and hats.

Despite the aforesaid achievement, capacity (capital) of Women Development Fund is not worth to cater the needs of loans to all women group at a time. In addition most of youth entrepreneurs related groups do not have access to microfinance institutions and technical institutions which they can provide backstopping and hence improve their productivity. There is need of ensuring accessibility of women and youth economic groups to rural microfinance institutions through promotional materials, mass media education, study tour and training groups on saving, credit and income generating activities. This will facilitate them to join in rural microfinance institutions where services of saving and credit are provided. In addition, the department will facilitate training of ward facilitators to support community in identifying their problems and come up with feasible plans to address them. Furthermore internal development partners will be capacitated on planning and good governance and mainstream the needs of the disabled and MVCs in their programmes. To achieve the mentioned goals, available resources including adequate number of community development officers need to be strengthened to enable them perform their roles and responsibilities.

2.3.3 Land

Land as a resource is scarce in quantity and quality needs to be properly managed. Thus, a well planned approach for future land use should be adopted to enhance efficient and effective distribution of activities in space and time in Sumbawanga district council. All matters concerned with land are guided by the Land Policy of 1995 and its implementation is enforced by the Land Use Planning Act of 2007.

In Sumbawanga District Council Land department is the custodian and overseer of all activities performed on land. The department is also responsible for ensuring settlement planning to avoid development of unplanned settlement in the district. In order to affect this there is a need to plan and survey adequate plots in minor settlements such as Laela, Mpui, Mtowisa, Kipeta and Kaengesa. There is also a need to establish Village Land Use Plans in all villages. So far village land boundaries have been surveyed but land has not being distributed according to various uses. This has resulted in land conflicts especially between pastoralist and farmers communities.

2.3.4 Health

Sumbawanga District Council has 57 dispensaries and 7 health centers. Health canters owned by Government are 8 and two are privately owned. With regard to dispensaries 54 are owned by the Government and 3 are privately owned. Distribution of these health facilities indicates that less than 10% of the population lives more than 10 km from a nearby health unit. The current status indicates that 46% of health facilities are in good physical state of repair, 33% require minor rehabilitation and 20% needs major rehabilitation. In order to increase accessibility to health facilities the council in collaboration with community has embarked on construction of 20 dispensaries and two health centers. It is expected that by 2015, 70% of villages will be accessible to dispensaries and 40% of Wards will be accessible to Health centers

Malaria is one of the leading causes of morbidity and mortality in SDC and it accounts for 28% of all deaths in the district. The high prevalence of malaria is contributed by low use of protective strategies like ITNs and environmental sanitation due to low awareness. Maternal mortality rate is 37/100,000. Causes of MMR include PPH, infection obstructed labour under five mortality rate is 1/1000. The possible causes for this high under five mortality rates are malaria followed by pneumonia and prenatal conditions and diarrhea. The prevalence of HIV in the district is 1.9% which is above/low the national figure of 4.0%. The main causes of this HIV/AIDS prevalence rate include unsafe sex due to ignorance, poor economic status. Proper case management and education campaigns need to be intensified.

However the health department is facing several limitations which prevent realization of planned objectives. These problems include inadequate skilled health workers, shortage of essential medical equipment, supplies and drugs, as well as inadequacy of managerial skills of health workers at all levels hinder service delivery. Addressing these limitations will foster better delivery of health related services.

2.3.5 HIV/AIDS Unit

HIV/AIDS epidemic in SDC is addressed collectively by various sectors in the council. Home based care services, Prevention of Mother to Child Transmission (PMTCT) and STIs prevention are mainly addressed by health sector. HIV/AIDS stakeholders in the council include central government through its TACAIDS and NMSF; Global Fund, WRP, CSOs and the community at large undertakes interventions in the prevention, control and supporting people living with HIV/AIDS and orphans collectively. The council has adopted a multisectoral approach and key features of District Response Initiatives (DRI) in fighting the epidemic is to involve the community at the grassroots level, involve different actors including public sectors, private, FBOS, NGOs, CBOs, PLWHAs and enhancing participatory planning on HIV/AIDS.

Participatory planning on HIV/AIDS has been proved effective in facilitating more involvement of grass root communities in addressing HIV/AIDS issues by the use of Community Mapping and Theatre against AIDS (COMATAA) and O&OD. COMATAA is a participatory planning tool, which enables community members to analyze their village situation in relation to HIV/AIDS and develop relevant interventions in order to intensify the response to HIV/AIDS. With the aforesaid approach the council has managed to operationalize VCT and PMTCT centers and trained 3,600 animators. In addition 20 villages are implementing HIV/AIDS plans developed through COMATAA exercise. Furthermore AIDS network at Matai village has been established. However, despite of the above mentioned success, inadequate funds for development of COMATAA plans in 132 villages, inadequate VCT and PMTCT centers, inadequate professional counselors, insufficient reagents for testing HIV and refrigerators are limitations hindering the efforts towards addressing the HIV/AIDS pandemic. There is a need of addressing these limitations.

2.3.6 Water Supply

The water supply in the district is based on the National Water Policy of 1991 with its amendments of 2002; which insists on supplying clean, safe and portable water within 400m walking distance and within acceptable standards with emphasis on community participation, private sector participation, and integrating water supply with sanitation and Hygiene education. Currently the district has managed to supply a population of 136,470 (45%) with clean and portable water within reasonable distances.

The district has various water schemes which enable the community to access water for various uses. Shallow well have been constructed to 12 villages with a total population of 11,600 which is 3.8% of total population in the district. Boreholes supplies water to 25 villages with a population of 15,800 equivalent to 5.2%, Springs constructed to 9 Villages with total population 17,016 equivalent to 5.6%, Motorized pump constructed to 2 villages with total population 14,038 equivalent to 4.6%, Rain Water Harvesting constructed to 6 Villages with total population 600 equivalent to 0.2% and 22 villages with total population of 77,416 equal to 25.3% are supplied with water through gravitational forces. These schemes therefore supplies water to a population of 136,470 equal to 45%. During the implementation of various water programmes, it was learnt that water schemes were not sustainable. The reasons included poor participation of communities in planning and operationalization of the schemes. For same instance the community has been involved from identification of water schemes but the problems it comes on operationalization and maintenance of the schemes. Another limitation is poor functionality of water facilities due to inadequate funds for rehabilitation. There is a need of involving communities in enhancing functionality of water facilities.

2.3.7 Roads Network

The National Policy entrusts the works department to construct and maintain roads and bridges. National policy aims at involving stakeholders and other development partners to take part in managing and administering road network. Road networks in Sumbawanga District Council are categorized into four categories, namely; Trunk roads, Regional rural roads, District roads and Feeder roads. The district has a total road distances of 598.1km of which 1.4km are tarmac, 136.6km are of gravel status

and the remaining 460.1km are earthen. Based on the district road categories, we have 327.7km District and 327.4 km are feeder roads.

The condition of the roads in the district is satisfactory. For instance among the 16 bridges found on district roads; 10 equal to 62.5% are in good condition. This implies that, most of village roads (feeder roads) are accessible especially even in the rain seasons. In order to make the feeder roads passable communities are mobilized to carry out minor road maintenance. However, participation of community and other stakeholders in this activity is very minimal. The district is also has one great lakes namely Lake Rukwa. These water bodies provide water transport services in Lake Rukwa it provide serves for passenger and goods transportation to and from neighboring Wards and neighboring Region such as Songwe. However the department is facing various impediments including inadequate resources in terms of human, financial and physical resources. In addition emergency funds need to be set aside to carter for floods and other calamities which affect road networks.

2.3.8 Agriculture

It is estimated that, Sumbawanga District Council has a total land area of 620,700 Ha, out of which 319,039.8 Ha (equivalent to 51.4% of the total area) is suitable for Agricultural production and the actual cultivated land is estimated to be 202,845.48Ha, equals to 63.58% of the land suitable for agricultural production. This means that, uncultivated land is about 116,194.32 Ha, which is equal to 36.42% of the land suitable for agriculture.

Crop production is done in the two agro-ecological zones of the ufipa plateau and Lake Rukwa basin. Major crops grown are maize, paddy, beans, sunflower, finger millet, groundnuts, simsim, sorghum, sugarcane and variety of fruit and vegetables. Root crops grown are banana, round potatoes, sweet potato and cassava. The Lake Rukwa basin is famous for livestock production where 85% livestock in the district are found. However, the zone is potential for palm oil trees and coconuts. Currently common crops grown in the zone are paddy, finger millet and variety of fruit trees. Soil fertility in all two agro-ecological zones and the land tenure system is customary land ownership known as RUTALA.

About **19,826**Ha are suitable for irrigation farming although only 1,018Ha are utilized. The District has a total of 206,446 farmers in the two zones. In the last

three years an average of 165,896Ha were cultivated with various crops giving an average production of 328,984 tons. The District uses about 39,294 tons of fertilizers per year whereas the requirement of fertilizers per year is 68,092tons.

2.3.9 Livestock

The Council has a total land area 8,386 Km² (838,600a) of whichha are potential for Livestock and is about 68% of the total district land area. The Lake Rukwa basin is famous for livestock production where 85% livestock in the district are found. According to 2015 livestock census, the district has 144,453 cattle, 62,252 goats, 8,732 sheeps, 4,380 donkey, 4,879 pigs and 83,100 poultry. Average milk production for cows is 8litres/day/cow, for improved breeds and 2litres/day/cow, for indigenous breeds. The common diseases affecting livestock in the district include Newcastle disease, East coast fever (ECF), Anaplasimosis and Helminthiasis. Another limiting factor for livestock production is availability of poor and inadequate livestock infrastructure as well inadequate extension services. In order to increase productivity and hence reduce poverty there is a need of improving, livestock service, infrastructures and extension services to farmers.

2.4 Natural Resources (Forestry, Wildlife & Tourism and Fisheries)

2.4.1 Forestry

Forest resources are important in climate amelioration, contribution to individual and national income, protection and sustaining water sources and beatifying the environment in general. SDC has about 69,320 ha of forest reserves and plantations of with 347 ha are forest plantation. The community uses the available forest resources in many ways including timber, poles, charcoal making and fuel wood. About 99.9% of the people of SDC use wood fuel (charcoal and fuel wood) as the main source of energy for domestic purposes. The use of forest resources as the main sources of energy in the district is increasing every year. The district is addressing the issue of deforestation through various strategies. Reforestation is one of the strategies used. For instance primary and secondary schools as well as individuals have been advised and capacitated to raise tree seedling for planting in the area. Total of 7,910,313 seedlings have been raised and 4,457ha have been planted with trees. Managing forest resources also requires addressing issues related to the use of improved stoves, alternative energy sources and intensifying tree planting programmes and enforcement of by laws.

2.4.2 Fisheries

Sumbawanga District Council is well endowed with water resources such as Lake Rukwa, Lake Kwela and many minor Rivers. However, fishing is not yet intensified as an important economic activity in the district, particularly in Lake Rukwa. The basic problems facing the fishing industry in the district are poor and inadequate fishing gears, low quality of fish fingerings, lack of storage facilities and limited internal market. In order to enhance fishing industry in the district there is a need of improving level of technology among the artisanal fishing communities, ensuring availability of qualified and adequate staff as well as materials to support fishing industry.

2.4.3 Tourism

The District has potential areas for tourism such as natural forests reserves, Lyambalyamfipa escarpment with thick forest and several rivers, Uwanda game reserve along the lake Rukwa with several birds, Hippos and elephants, Lake Rukwa which is the lake with many crocodiles and also is bordered with Rukwa lukwati game reserve. These attraction sites are easily accessible by cars and boats eg Rukwa Lukwati game reserve. Tourist industry can only be developed around these potential areas by improving communication and infrastructure facilities. There is a need of investing on tourism development so as to diversify the source of income not only to the council but also to individuals and other stakeholders who will be involved on it.

2.4.4 Mineral Resources

The district has large quantity of coal deposit that is estimated to be 20 Million tons. However the coalfield spreading from Namwele at Ufipa plateau to Muze in the Rukwa Valley is yet to be exploited and used as a source of energy - electricity, for industrial and domestic uses. There is a need of strategizing on how best to make use of this potential resource.

2.4.5 Bee-keeping

Beekeeping is not a popular activity in Sumbawanga District Council despite of the presence of about 28, 923 Ha of forest reserves. Production of honey and wax is still in low among which 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 2013 when beekeeping section was upgraded to have equal weight as other departments. In the year 2013 there was 298 beekeepers who produced about 2,181 kilograms of honey and 89 of bees wax; up to year 2015 production of honey reached 2,800 kilogram as shown in the table below. Variation in beeswax data is caused by beekeepers some of the years they do not produce wax due to unreliable market.

The council through beekeeping section continues to provide knowledge, advice and skills to beekeepers on appropriate modern beekeeping practices in order to improve the quantity and quality of bees products production in the District. This will lead to attract more stakeholders to invest in beekeeping and hence improvement income at family level and to a council. However, the unit is constrained by financial resources and appropriate facilities. Bushfires, environmental and forests degradation due to population increase are also other challenges facing development of this important economic sector

2.4.5 Co-operative

Co-operative Sector is among of the important agriculture sub sectors for development of the district. Cooperative department has and will continue to promote to the fullest possible degree, participation of members in the economic development process of the District. There are more than 33 cooperative societies of which 15 are savings and credit cooperative societies and more than 18 are agricultural marketing cooperative societies. Total members of these cooperatives are 1114 at 30 June 2015 with total capital of 821,652,441 and total deposit of 22,183,627.

The Cooperative section plays the role of inspection of the Co-operative societies, mobilizing mass/societies to establish cooperative societies, provide advice on how to run the cooperative societies, capacity building of members, board members, and management and Book keepers of the Cooperative societies and collects proper information related to marketing in the district and region. The expectations from the cooperative sector for the coming five years is to have 40 cooperative institutions fully registered owing more than 500,000,000/- paid up shares and

savings as collateral for loan facility of 3,000,000,000/-. However, Cooperative section has no any means of transport for monitoring and supervision of various activities in and within the Council, essentially the section needs at least one motor vehicle and three motor cycles. Auditing cooperative societies is one of major activities done by cooperative section apart from transferring knowledge to different stakeholders on entrepreneurship skills and awareness on accessing loans. The main challenges facing the sub-sector include lack of financial institutions to facilitate loans, poor management of cooperative societies as well as low awareness of the community on cooperatives and inadequate funds. Likewise, there is an inadequate number of qualified staff, and lack of funds.

2.4.6 Trade

The major role of the unit includes of issuing trade licenses, revenue collections from business fees, enhancement of small and medium trade and industries, searching of markets, collection of trade statistics and research, advice the business community, industrial development, enhancement of private sector and business registration.

From 2010 -2015 trading activities grew due to favorable condition in agriculture and good transport of goods from outside the region after construction of tarmac road Sumbawanga -Tunduma.

Sumbawanga District Council depends on agricultural food production whereby the surpluses are sold to National Food Reserve Agency (NFRA) and other region like Shinyanga, Tabora and Mwanza.

Industrial products like clothes, sugar, domestic appliances, spare parts etc brought to the Region from other part of the Country through Sumbawanga - Tunduma Road. However the sector is faced with inadequate number of qualified personnel, transport and financial resources.

2.4.7 Primary Education

Primary education in Sumbawanga District Council is faced with the problem of inadequate facilities such as lack of permanent classrooms, teacher's accommodations, desks and teaching materials. Also the number of teachers in the District is inadequate compared to number of pupils. This problem is partly attributed to geographical spread of the District. Equally important, the Primary education in the district suffers the following bottlenecks: inadequate number of

teachers, offices and houses as well as learning facilities such as classrooms, books and desks. Likewise, there is lack of pit-latrines in schools, and teacher's houses. As such, enhancing conducive learning environment will foster pupils' performance.

2.4.8 Secondary Education

Sumbawanga District Council has 21 secondary schools of which 15 are public and 6 are privately owned. However majority of secondary schools in the district are suffering the following problems: inadequate number of science teachers, classrooms, desks, latrine-holes, hostels, laboratories and learning materials. A holistic plan has been geared towards intensifying the situation, yet a lot remains. It is hoped that the SDC Strategic Plan (2016/17 - 2020/2021) shall largely mobilizing adequate resources effectively and efficiently achieve the desired objectives.

2.4.9 Finance

Finance department is one of the council's departments, which deals with collection of revenue from various sources within the council (own sources), mobilizing funds from government, donors and other external sources, ensure proper utilization of funds received from various sources in line with Local Government Financial memorandum so as to meet the intended goals, safe keeping of various accounting documents and preparation and timely issuing of various financial reports. The department of finance has been able to prepare monthly, quarterly and final reports as well as timely submission to users, collection of revenue from councils' own sources. Also, it has managed to establish and use of EPICOR System, respond quickly to internal audit queries, perform accounting transactions in line with Local Government Financial Memorandum and hence the council has awarded a clean certificate of auditing from the Control and Auditor General.

Despite of the above mentioned achievements the Finance department is mostly faced with the following problems; inadequacy of transport and working facilities such as computers, Inadequate of office spaces and computer technical knowhow as well as lack of generator in case of electricity interruption. In order to improve efficiency in revenue collection the above mentioned limitations should be addressed. In addition there is a need of introducing new internal sources of income such as gravel levy, billboard levy, strengthening the market to the international level, strengthening internal control system and improve working conditions to staff.

2.4.10 Governance, organization and Management

Effective and efficient governance system is necessary for SDC to execute its core functions i.e. maintenance of peace and order as well as service delivery to the community. This enables smooth decision making and hence operationalization of various activities. The situation can be attained only if accountability, efficiency and transparency are observed throughout. SDC therefore needs to strategize to enhance accountability, efficiency and transparency. Another important aspect in enhancing good governance is efficient flow of information in the community. The SDC management is trying to ensure that there is proper information flow between its staff and community and vice versa. This calls for intensifying efforts for improving information feedback mechanism, adherence to councils' rules and regulations and make decision making process more transparency and participatory.

Proper implementation of planned activities requires availability of adequate and qualified personnel. This enable effective and efficiency implementation of activities and hence realization of the set objectives and vision at large. Currently the council has inadequate number of not only qualified staff but working facilities. This retards work performance. There is a need of recruiting staff to fill the vacancies as well as upgrading the skills of the existing staff to attain the required qualifications in order to foster implementation of the core mission of the council. Provision of adequate working facilities and conducive working environment needs to be given high priority to retain and motivate staff.

2.4.11 Legal Services

Legal section is one of the council's independent sections that deal with all legal matters in the council, to handle all the council cases in court, drafting and handle all contractual matters that involve the council, ensuring legal facilities are available in the council, drafting of by-laws and make sure they are used accordingly, making sure the ward council conduct the cases effectively. The legal section has two legal officers who deal with mentioned issue.

2.4.12 Internal Audit

The Local Government Finance Act No 9 of 1982 requires the accounts of every District Council to be audited internally by an Internal Auditor employed by the authority concerned. Internal audit is part of the internal control system established

by the Council Management. The internal Audit unit is an Independent appraisal center within the council for the review of accounting, financial and other operations as a basis for internal control. It is a managerial control tool which functions by measuring and evaluating the effectiveness of other controls. The Internal Audit section comprises of four staffs - The District Internal Auditor and other three internal Auditors.

2.4.13 Sports and Culture

Sports and Culture are units under education department in the council. Its role is to deal with the development of sports and culture in the council. Although there was a challenge of lack funds, many achievements have been attained due to the existence of sports and culture unit; Most of these achievements are cross cutting issues like sports awareness, Uhuru torch and decrease in prevalence of HIV/AIDS from 7% in 2005 to 5.8% by the year 2015.

2.4.14 Procurement and Supply (PMU) Unit.

Procurement and Supply is a Unit established in order to ensure funds provided for procurement activities are well utilized as recommended by the public procurement Act and its Regulations so as to get value for Money for all procurement done. Apart from challenge exist in the sections, but has leads to the Council projects to be in good condition, because it ensure all procedure in goods are followed.

2.4.15 Election Unit

Sumbawanga District Council has 27 Wards, 114 villages and 494 Villages; Election Unit is deal with identifying boundaries of villages, Sub villages and wards, co-ordinating good governance issues through filling gaps of village leaders and Sub village leaders. It has done through Local government election where it found vacant posts and it has renewed to the whole posts after 5 years. Although the Unit is dealing with co-ordination of general election whereby Present Member of Parliament and Ward councilors are elected, also it provides training on good governance to all leaders elected through local government election and general election.

2.4.16 Information Communication and Technology (ICT).

Rapid development in ICT Worldwide has created new opportunities and challenges in business development and transactions, service delivery and decision making process. Use of ICT is important since it facilitates SDC mission because of its power in facilitating knowledge creation, processing, storage, sharing, dissemination and assimilation. Despite these achievements, the use of ICT at SDC is constrained with various limitations including inadequate ICT infrastructure and software that need to be addressed during the next five years.

2.4.17 Environments and Solid Wastes Management Department

Environments and solid Wastes Management Department is one of the councils departments, established in 2010, and has two sections one deal with Solid Wastes Management and another deal with Environments. The departments has managed to emphasis on establishments of improved pit latrines, use hand washing facilities, construction of pit latrines, and general environments cleaning in all 27 Wards of the District.

In collaboration with other departments i.e Land and natural resources department emphasis on environment management and conservation in all wards of the District are provided. Through Sanitation and Hygiene campaign achievements have been significantly marked, as since 2013 no cholera cases have reported to June 2015.

Despite of the achievements, met challenges of environmental Management are prevailing issues of deforestation due to unsustainable agricultural practices, charcoal burning, timber production etc, destruction of water sources, effects of climate change pose great challenge on environmental conservation, issues of staffs funds, transport facilities and irresponsibility of some local leaders in implementation of sanitation campaign and environmental conservation.

In order to improve efficiency in Environment Management and Solid wastes, as well as sanitation and hygiene improvement the above mentioned limitations should be addressed. In addition the way to success in environmental matters needs collaboration and participation of all stakeholders.

2.5 Summary of strengths, weaknesses, opportunities and Challenges (SWOC)

Based on the analysis of the internal and external environment the following is the summary of strengths, weaknesses, opportunities and challenges that SDC has to address and exploit.

2.5.1 Strengths

- A legal entity established on the basis of the Constitution of the United Republic of Tanzania
- Existence of well defined organizational structure Availability of qualified staff
- Existence of functioning by-laws
- Availability of working equipment like computers, and vehicles
- Existence of infrastructure to enhance service delivery.
- Availability of Land use plans to some of villages
- Existence of staff training programme
- Existence of team work spirit
- Availability of council comprehensive health plans (CCHP)
- Availability of AIDS control plans at all level within the council
- Availability of relevant planning and accounting systems i.e. PlanRep and EPICOR

2.5.2 Weaknesses

- Inadequate working facilities and equipments
- Inadequate number of qualified staff
- Lack of head office buildings
- Inadequate adherence to laid down laws, regulations and procedures
- Inadequate financial resources to operationalize council missions
- Dilapidated infrastructures

2.5.3 Opportunities

- Unity and political stability
- Positive support from the Central Government
- Availability of abundant diversified natural resources endowments
- Existence of national programmes and policies relevant to SDC activities
- Existence of organized and active primary cooperatives, SACCOS, and NGOs,
- Availability of fertile land

- Presence of conducive environment to support agriculture, livestock and human settlement
- Existence of potential internal and external development partners

2.5.4 Challenges

- Unreliable rainfall
- Traditional and cultural related practices
- Low development of infrastructure
- Low income of individuals
- Poorly working conditions
- Untimely release of funds from the central government

CHAPTER THREE

VISION, MISSION, VALUES, STRATEGIC OBJECTIVES, KEY TARGETS AND STRATEGIES

3.1 Introduction

This chapter provides the context and the operational framework within which the SDC Strategic Plan (2016/17 - 2020/2021) anchors on. It presents the SDC's vision, mission, values or guiding principles, strategic objectives, key targets and strategies. In respect to the strategic planning process, strategic areas have also been identified. Under each strategic objective, key targets and strategies have been developed in order to guide the activities of the Council during the next five years (2016/17 - 2020/2021).

3.2 Vision

The vision of Sumbawanga District Council is *to deliver top quality services to its community*

3.3 Mission

The mission of Sumbawanga District Council is to involve the community and other stakeholders in planning and implementation of socio-economic development activities using good governance principles in order to improve the wellbeing of the people.

3.4 Values

The operationalisation of the Sumbawanga District Council mission is guided by eight major principles that constitute what the district value most. These values are:

- i. ***Integrity and Accountability*** shall guide the way the district council will be discharging its responsibilities and therefore its accountability for the outcomes;
- ii. ***Fairness*** shall guide equitable provision of high quality services to all community members of the council;

- iii. **Transparency** shall guide the practice of openness in decision making and the provision of services by the council;
- iv. **Respect** for the individuals who constitute a core resource of SDC shall be recognized with a view to developing mutual relationships and fairness while embracing diversity in order to promote innovation and creativity;
- v. **Effectiveness**, that is, output-oriented spirit shall be cherished and strived by the SDC in delivering quality of services to its customers.
- vi. **Efficiency** in serving both internal and external customers with optimal consciousness in the use of its limited resources, at minimum cost in service delivery and intelligent use of time.
- vii. **Participatory management** by involving its internal and external stakeholders not only in decision making process but also in working in teams and in a transparent manner
- viii. **Continuous learning** is a conviction of the SDC taking cognizant that knowledge will never be complete unless collaborative and continuous learning is enhanced

3.5 Strategic Objectives, Area of Implementation, key Targets and Strategies

3.5.1 Strategic Objective I

Improve accessibility, equity and provision of high quality education services to the communities in the Council.

3.5.1.1 Secondary Education

Key Targets

- Enrollment Rate of Form One students in secondary schools increased from 98% to 100% by the year 2020/2021.
- School Class rooms increased from 167 in 2015 to 250 by the year 2020/2021
- Number of teachers house increased from 77 in 2015 to 303 by the year 2020/2021
- Pit latrine holes increased from 241 in 2015 to 250 by the year 2020/2021
- Number of hostels increased to 22 in 2015 to 44 by the year 2020/2021
- Number of Laboratories increased to 5 in 2015 to 45 by the year 2020/2021
- Secondary School Furniture increased from 5,013 in 2015 to 9,094 by the year 2020/2021

- Pass Rate in National exams in action increased from 93.8% to 100% for Form II and from 75% to 90% for Form IV and VI by the year 2020/2021
- Qualified teachers increased from 303 in 2015 to 393 by the year 2020/2021
- Teacher's resource centres increased from 0 in 2015 to 4 by the year 2020/2021
- Conducive Working Environment ensured to staffs in secondary schools from 60% to 98% by the year 2020/2021
- HIV/AIDS and Family Planning Education ensured to teachers and Students from 40% in 2015 to 90% by the year 2020/2021
- Department's performance efficiency increased from 60% to 98% by the year 2020/2021

Strategies

- Ensure adequate classrooms to meet the required pupils-classroom ratio
- Ensure adequate desks for pupils
- Ensure adequate latrines to meet the national ratio of latrine hole of 1:20 for girls and 1:25 for boys
- Ensure adequate hostels and laboratories to meet the demand
- Ensure at least three teachers' resource Centre
- Ensure and recruit adequate number of qualified teachers
- Solicit adequate funds from both internal and external sources
- Involve stakeholders on health education to reduce HIV/AIDS infections.

3.5.1.2: Primary Education

Key Targets

- School buildings increased from 662 in 2015 to 1057 by the year 2020/2021
- Pit latrine holes increased from 1195 In 2015 to 2013 by year 2021
- Number of Desks increased from the from 10,937 In 2015 to 21,007 by year 2021
- Primary school shelves increased from 193 In 2015 to 203 by the year 2021
- Primary schools books ratio to pupils from a share of 1:3 in 2015 to 1:1 by the year 2021
- Primary schools cupboard increased from 206 in 2015 to 400 by year 2021
- Primary school tables increased from 917 in 2015 up to 1802 by year 2021
- Qualified teachers increased from 1365 in 2015 to 2206 by the year 2021.

- Performances for standard seven pupil's rate raised from 42% in 2015 to 85% by the year 2021
- Teachers' resource centres increased from 8 in 2015 to 15 by the year 2021.
- Literacy rate in the Council increased from 52% during 2015 to 75% by the year 2021
- AE/NFE -MIS expanded from 5 wards in 2015 to 27 wards by 2021.
- Library services improved in 5 wards in 2015 to 27 by 2021
- Polytechnic centres improved from 0% in 2015 to 50% by the year 2021
- Department's performance efficiency increased from 50% to 95% by the year 2020/2021

Strategies

- Construct adequate classrooms to meet the required pupils-classroom ratio
- Provide adequate desks for pupils
- Construct adequate latrines to meet the national ratio of latrine hole of 1:20 for girls and 1:25 for boys
- Construct adequate teachers offices to improve their working environment
- Train and recruit adequate qualified teachers and facilitators
- Establish adequate teachers' resource centres
- Construct and renovate the three library buildings in three wards.
- Sensitize stakeholders to support AE/NFE-MIS Project.
- Enroll out of school children (11-13 yrs old) youth (14-18 yrs old) in COBET Classes
- Enroll illiterate and semiliterate adults in ICBAE Programme.
- Acquire and distribute teaching and learning materials.
- Construct polytechnic canters
- Enroll std VII leavers into polytechnic centers.

3.5.1.3 Community Development

Key Targets

- Capacity of communities to develop local responses to the challenges of their own development through their self help spirit from 10% in 2015 to 30% by the year 2021.
- Young people empowered with knowledge and skills to dialogue about sexuality, attitudes and practices that protect them against HIV- infection and

to access reproductive health services from 16 youth groups in 2015 to 25 youth groups by the year 2021

- Loans to women and youth economic groups to be provided from 173 groups in 2015 to 180 by the year 2021.
- Communities' contribution on development projects from 20% in 2015 to 50% by the year 2020

Strategies

- Build capacity on the strength, creativity and determination of communities to find out their own solution to problems within the communities
- Sensitize parents and guardians to discuss with their children about sexuality and reproductive health issues
- Enhance community capacity on how to initiate and strength economic groups
- Sensitize community to contribute full in their development projects

3.5.2 Strategic Objective 2

Provide high quality health services to the Communities in the District.

3.5.2.1 Health

Key targets

- Maternal Mortality Rate reduced from 37/100,000 in 2015 to 27/100,000 by the year 2021.
- Immunization coverage to women of child bearing increased from 98% in 2015 to 99% by 2021.
- Increase community participation in health promotion, prevention and home based care for communicable and non-communicable diseases, maternal new born and child health and nutrition.
- Family planning acceptance rate increased from 45% in year 2015 to 65% by 2021.
- Mortality due to malaria among children under five years reduced from 8.7% in 2015 to 2% by 2021.
- New TB cases reduced from 240 in 2015 to 105 by the year 2021.
- To reduce disease epidemic infection rate from 1.0% in 2015 to 0.5% by the year 2021.

- Population accessible to water supply increased from 45% in 2015 to 60% by 2021.
- Institutions accessible to acceptable latrines increased from 60% in 2015 to 90% by the year 2021.
- To increase waste management at health facilities from 50% in 2015 to 80% by the year 2021.
- To equip all health facilities with adequate and essential medical equipment, pharmaceuticals and diagnostic supplies from 60% in 2015 to 80% by 2021.
- Household membership to the community health fund (CHF) increased from 30% in 2015 to 50% by the year 2021.
- Dental health services in health facilities expanded from 20% in 2015 to 40% by year 2021.
- To reduce mental illnesses from 6% patients per year to 3% by 2021.
- New HIV infections & other sexually transmitted diseases reduced from 1.9 in 2015 to 1.2% year 2021.
- Health human resource gap reduced from 42 % in 2015 to 28% by 2021.

Strategies

- Collaborate with various stakeholders to construct adequate health facilities
- Rehabilitate the existing health facilities so as to provide the required services
- Recruit skilled personnel and upgrade those with lower cadres
- Introduce attractive packages for health workers
- Procure and enhance maintenance of basic medical equipment's, medicine and supplies.
- Promote efficiency & effective use of medical supplies and drugs
- Use appropriate measures to reduce malaria infections
- Strengthen childhood nutritional interventions.
- Build capacity to community health workers on IMCI, maternal, newborn and child health package
- Establish community participatory planning, implementation and monitoring of community based MNCH interventions
- Improve access to voluntary HIV counseling and testing
- Enhance community based HIV/AIDS prevention interventions
- Raise community awareness on TB and other diseases

- Establish measures to combat neglected tropical diseases
- Increase access to clean water and improved sanitation
- Promote and strengthen community participation in hygiene and sanitation interventions.
- Create awareness on occupational health hazards at working places
- Establish formal private public partnership with various stakeholders to enhance effective health service delivery
- Strengthen capacity of health worker in prevention, diagnosing and management of non-communicable diseases.
- Establish and capacitate emergence prepared team

3.5.2.2 HIV/AIDS Unit

Key Targets

- District and Community HIV/AIDS response and advocacy strengthened from 10 in 2015 to 50 drama groups by June 2021.
- Risk of HIV infections among the most vulnerable groups reduced in 30 villages by June 2021.
- Social support for PLHIVs, OVC, disabled and widows to 29 wards facilitated by June 2021.
- Income generating activities of 5 CSWS and 5 of women working in recreational centers supported by June 2021.
- People living with HIV groups strengthened from 11 in 2015 to 30 groups by June 2015
- Council HIV/AIDS comprehensive plan implemented by June 2021.
- Departments implementing Workplace HIV/AIDS programme increased from 3 in 2015 to 16 departments by June 2021.
- HIV counseling and testing services expanded in 29 wards by June 2021.
- School based gender sensitivity sexual reproductive health and HIV/AIDS education strengthened in 30 primary schools and 15 secondary schools by June 2021.

Strategies

- Conduct awareness creation meetings to stakeholders on the effect of HIV/AIDS and how can be managed

- Sensitize community to practice strategies for reducing HIV/AIDS infections
- Establish and support HIV/AIDS sensitization groups
- Expand and improve services for containing HIV/AIDS
- Initiate fund sources for PLWHA
- Sensitize the community in general, and in groups and PLWHA to adhere with ART services
- Building capacity to WMACs and VMACs
- Community mapping and theatre against HIV/AIDS strengthened

3.5.3 Strategic Objective 3

Enhance Supply of safe and clean water within applicable distances and improve environmental sanitation to the communities in the District.

3.5.3.1 Water Supply

Key targets

- Population supplied with clean and safe water at acceptable distances increased from an average of 45% in 2015 to 85% by the year 2021.
- Water sources cleanness and management increased from 25% in 2015 to 65% by the year 2021.
- Department's performance to deliver quality water supply services increased from 45% in 2015/2016 to 85% by the year 2021.

Strategies

- Sensitize community and other partners to improve water supply services in villages.
- Involve the community in planning and provision of clean and safe water and environmental education services.
- Involve community on protection and conservation of water sources.
- Involve the water sector stakeholders in the process of improving efficiency
- Mobilize community to form water user groups (COWSOs).
- Improve qualities of traditional water sources to enhance availability of clean and safe water.

3.5.3.2 Environment and Solid waste Management

Key Targets

- Increase number of households with improved toilet, hand washing facilities, pit latrines, drying racks (Vichanja), from 18,508 households from 2015 in 2015 to 45,000 households by the year 2021.
- Improve Management of Solid Wastes from 27 % in 2015 to 80% by 2021.
- Increase the number of people involved in sanitation activities, environment management and conservation from 31% by the year 2015 to 83% by 2021.
- Improve working environment in order to promote working efficiency and effectiveness from 25% in year 2015 to 75% by year 2021.
- Improve efficiency working of Village Environmental Committees from 16 villages by 2015 to 65 by 2021.

Strategies

- Emphasize the communities on construction of improved toilets, hand washing facilities, pit latrines and drying racks through village meetings, regular supervision and use of bylaws.
- Emphasize the communities in use of pit latrines, villages to have dumping sites, local leaders to safeguard solid wastes disposal at their areas using bylaws and the council to buy a vehicle for waste collection.
- Increase taskforce in supervision, provision of environment education, and supervise the implementation of environmental laws ie the environmental management act of 2004 and Public health act of 2009 and council by laws.
- To ensure follow up to Council Management in facilitating fund to department in implementation of the Department plans, employment of new staffs.
- Facilitating working of village environmental committees through workshops and meetings in provision of environmental management education and supervise the implementation of environmental laws.

3.5.4 Strategic Objective 4

Maintenance and construction of adequate infrastructures in the District

3.5.4.1 Works

Key targets

- Maintenance of 40 bridges and 1,000 culverts by 2021 (Maintenance of 8 bridges and 200 culverts each year).
- Periodic maintenance of roads from 327.7kms, in 2015 to 598.1km by 2021 (119.62 km per year).
- Routine maintenance of roads from 320kms in 2015 to 600 km by 2021 (120 km per year).
- Spot improvement of road from 300kms in 2015 to 600Km by 2021 (180 km per year).
- Rehabilitation of road from 320 in 2015 to 900kms of roads by 2021 (180 km per year).
- Conducive working environment to staff ensured by 2021.

Strategies

- Involve stakeholders in construction of bridges
- Create community awareness on bridges sustainability
- Encourage community participation in improving roads conditions
- Mobilize contractors, village government and community in maintaining earth and gravel roads
- Solicit adequate funds to enhance works activities

3.5.5 Strategic Objective 5

Enhance provision of extension and cooperative services, Credit schemes, industries for improving quality of agricultural and livestock products, marketing services and food security in the Council

3.5.5.1 Agriculture

Key targets

- Cereal production raised from 2 tonnes per hector per household in 2015 to 4 tonnes per hector per household by 2021.
- Agricultural storage facilities improved from 14 in 2015 to 24 by the year 2021.
- Agricultural implements and Machines increased from 500 units in 2015 to 800 by 2021.

- Agro-forestry and environmental conservation management practices enhanced from 40% in 2015 to 70% by the year 2021.
- Access to agricultural technology and innovation improved from 40% in 2015 to 75% by 2021.
- Working environment to agriculture extension workers improved from 40% in 2015 to 70% in 2021.
- Irrigation infrastructure improved from 2 structures in 2015 to 6 structures by 2021.

Strategies

- Increase the number of agriculture extension workers in the rural areas,
 - To ensure the availability of motor cycles
 - Conduct training on production and marketing of agriculture products
 - Construction of crop handling ware-houses,
 - Construction of village marketing centres.
 - To ensure availability of power tillers and tractors,
 - To ensure availability of light-farm operation implements.
 - To conduct Village Land Use Planning and Management programme.
 - Construction of Ward Agricultural Resource Centres
 - To ensure all requirements for staffs are available
- To ensure irrigation infrastructures improved

3.5.5.2 Livestock

Key targets

- Control livestock priority disease of East coast Fever, New castle disease, Foot and Mouth disease, black quarter, African swine fever, Rift valley fever and Lumpy skin disease for 75% by 2015/2021
- The number and quality of livestock infrastructure improved from 45% in 2015 to 75% by 2020/2021.
- Improve quality and extension livestock services from 50% in 2015 to 75% in year 2020/2021.
- Conserve and strength indigenous ufipa cattle breed from 45% in 2015 to 80% by the year 2020/2021.

- Improve quality and quantity of hide and skin production from 25% in 2015 to 75% 2020/2021.
- Conflict reduced between farmers and livestock keepers to all villages from 60% in 2015 to 30% by 2020/2021.
- Conducive working environment to staff ensured from 40% in 2015 to 70% by 2021. Fish production, fishing and fish marketing intervention improved from 45% in 2015 to 70% 2021.
- Appropriate use of fishing practices and enforcement of Fisheries Act 2003 increased from 50% In 2015 to 65% 2021.
- Fish ponds infrastructure improved from 141 in 2015 to 250 by 2020/2021.

Strategies

- To ensure enough vaccine and drugs for livestock disease control
- Increase the number of Livestock Field extension officers
- Facilitate the construction of livestock service infrastructures
- Facilitate animal Village Land Use Planning and Management programme.
- Facilitate procurement of extension kit and motor-cycles for extension officers.
- To conduct training to livestock keepers on hides and skin processing
- To ensure the availability of all office necessity by 2021.
- Sensitize community on appropriate fishing practices.
- Facilitate community to access appropriate fishing facilities.
- Sensitize and involve people in sustainable natural resources management activities as well as environmental conservation.

3.5.5.2 Cooperatives

Key targets

- Increased number of cooperative society from 29 to 40 by the year 2021
- Built capacity of the cooperative society unit by increasing the number of Cooperative management staff from 34 staff in 2015 to 84 by 2021.
- Promote market service from 25% in 2015 to 75% by the year 2021.
- Strengthen working efficiency within the department by increasing productivity from 20% in 2015 to 75% by the year 2021.
- Increase income capabilities of cooperative societies from Tshs. 66,167,130/- in 2015 to 5,000,000,000/- by 2021

- Reduce misappropriation in cooperative society from 80% in 2015 to 25% by year 2020

Strategies

- Sensitize the formation of cooperative society
- Involve community to formulate cooperative society
- Provide market education to cooperative members
- Improve working efficiency to the Management cooperative staff
- Provide consultation to cooperative members in order to raise their shares saving, deposit and other contributions.
- Strengthen auditing and proper keeping of books of account documents.

3.5.5.3 Trade

Key targets

- Expanded traders in informal sector from 800 in 2015/16 to 1500 by year 2020/2021
- Increased provision of license from 801 in 2015 to 1500 by the year 2020/2021
- Increased small scale industries from 135 in 2015 to 450 by the year 2020/21
- Extended service delivery on trade by increasing the number of markets from 11 in 2015 to 27 by the year 2020/2021
- Diversified businesses from 46 in 2015 up to 55 by the year 2020/21
- Improved working efficiency from 50% in 2015 up to 100% by the year 2020/2021
- Strengthened & improved trade in the council from 40% in 2015 to 100% by the year 2020/2021

Strategies

- Improve working efficiency to the trade staff
- Improve service delivery in business
- Involve stakeholders and businessman to establish small scale industries
- Involve stakeholders to establish and promote markets
- Improve and strengthen service delivery on business running
- Strengthen training system to all traders
- Prepare a programme for acquisition of qualified staff.
- Improve working resources including transport.

3.5.6 Strategic Objective 6

Enhancing Sustainable utilization of land, natural resources and environmental conservation in the District

3.5.6.1 Town Planning (Land)

Key targets

- increased number of surveyed plots from 500 in 2015 to 1,940 by the year 2021
- Established land registries from 0 village in 2015 to 50 by the year 2021
- Increase planned urban areas from 2 in 2015 to 5 by the year 2021
- Increased revenue collection in land rents from TSH 3M in 2015 to TSH 10,500,000M by year 2021
- Proper village land use plans established from 14 Village in 2015 to 25 villages by the year 2021
- Enhanced settlement planning in urban oriented canters from 15% in 2015 to 75% in 2021.
- Conducive working environment to 9 staff ensured from 50% 2015 to 85% by 2021.

Strategies

- Involve different stakeholders to prepare base maps.
- Involve different stakeholders in cost sharing of plot land survey.
- Sensitize rural communities on the importance of establishing registries for keeping of village land recorders.
- Involve stakeholders in upgrading of unplanned areas.
- Sensitize community on importance and obligation of paying land rents.
- Develop and implement appropriate measures to enhance appropriate urban oriented settlement development
- Develop appropriate land use plans to avoid land conflicts

3.5.6.2 Natural Resources and Environment

Key Targets

- Improved land and environmental management practices in place from 40% in 2015 to 75% by 2021.
- Increased number of tree planted annually from 1,000,000 in 2015 to 1,500,000 by the year 2021.
- Expanding areas of community forest reserves from 56 in 2015 to 80 hectares by year 2021.
- Reduced bush fire incidences from 65% in 2015 to 25% by year 2021.
- Raise revenue from natural resource products from 20,000,000 in 2015 to 50,000,000 by year 2021.
- Wildlife management practices enhanced through patrol from 50% in 2015 to 80% by year 2021.
- Publicized and developed tourist attraction from 4 in 2015 to 10 by 2021.
- Improved working environment in order to promote working efficiency and effectiveness from 50% in 2015 to 100% by year 2021.

Strategies

- Involve community on nursery and the tree planting
- Sensitize and involve people in sustainable natural resources management activities as well as environmental conservation
- Train and sensitize community on wildlife management practices
- Facilitate development and marketing of tourist centres
- Facilitate appropriate management of wildlife
- Provide improved working tools for staff to promote efficiency and motivation.

4. 5. 6.3 Beekeeping

Key Targets

- Improve quality of beekeeping products from 30% in 2015 to 60% by the year 2021.
- Increased quantity of honey production from 2 800 kgs in 2015 to 10 000 kgs by 2021.
- Increased number of people involved in beekeeping activities from 547 in 2015 to 5 000 by 2021.
- Increased number of modern bee hives from 614 in 2015 to 1800 by year 2021.

- Increase council income from beekeeping from zero shilling in 2015 to 5,000,000 by 2021

Strategies

- Increased number of people involved in beekeeping activities through formation of beekeeping groups in 20 villages.
- Continuing to provide the knowledge on appropriate beekeeping practices to the beekeepers.
- Continue providing knowledge on environment, forests conservation and alternative income generating activities, including beekeeping, in order to reduce depend direct from the forests.
- Help beekeepers access the markets for their products through taking them to various exhibitions, like Sabasaba Trade Fair, Agriculture exhibitions and others.
- Continue soliciting funds from various sources, governments and private sources, through writing proposals.
- Establish council by laws for beekeeping products income collection
- Involving other stakeholder in improving beekeeping activities

3.5.7 Strategic Objective 7

Maintenance of good governance, coordination of planning process and mobilization of resources for socio-economic development in the district jurisdiction

3.5.7.1 Planning

Key Targets

- Strengthened monitoring and evaluation system on development projects from 60% in 2015 to 95% by year 2021
- Database unit for enhancing monitoring and evaluation at council level established from 60% to 90 by year 2020/2021
- Strengthened stakeholders participation in development planning process from 60% in 2015 to 98% by the year 2021

- Enhanced working performance in economic sector from 65% in 2015 to 100% by the year 2020/2021

Strategies

- Involve stakeholders in project development planning process
- Involve different stakeholders in monitoring and evaluation of development projects
- Provide training on data collection and record keeping for head of department and sections
- Improve working environment in order to facilitate and motivate staff

3.5.7.2 Finance

Key Targets

- Increased level of revenue from council own sources from 1,723,000/= in 2015 to 3,000,0000/= by year 2021
- Increased Internal Control on Council Fund from 65% in 2015 to more than 90% by 2021
- Strengthened computerized accounting package (Epic or) from 50% in 2015 to 100% by 2021
- Strengthened and improved use of resources in the council from 65% in 2015 to 90% by the year 2021.
- Improved performance of the finance department from an average of 80% in 2015 to 90% by the year 2021.

Strategies

- Enhance revenue collection from the available sources.
- Establish and strengthen internal control system to all available resources
- Sensitize stakeholders on the importance of paying levies to the council.
- Involve stakeholders to strategize on resource mobilization
- Diversify sources of revenues
- Provide and enhance application of accounting package

3.5.7.3 Internal Audit unit.

Key targets

- Internal control system strengthened from 70% in 2015 to 100% by 2021.

- Improved preparation of annual audit plans from 75% to 98% by 2021.
- Internal Control System assists to achieve the following primary objectives by 2021.
 - The reliability and integrity of information and other operating activities.
 - Compliance with Policies, Plans, Procedures, Laws and Regulations.
 - The safe guarding of assets.
 - The economical and efficient of use of resources.
 - The accomplishment of established objectives and goals for operations or programs.
 - To ensure the availability of clean report.

Strategies

- Prepare a lead schedule of all accounts and projects affected to ensure that all accounts have been properly audited, verified, scrutinized, vouched, checked, authorized and maintained.
- Conduct preliminary survey on various projects and departmental accounts for gathering data in order to prepare annual audit Plan.
- Review and report on the controls over revenues, custody receipts, and utilization of financial resources of the council.
- Assess the conformity with financial and operational policies and procedures laid down in statues related to the management of the Council.
- Review the reliability and integrity of financial and operating data so that the information provided allows for the preparation of accurate financial statements, Performance reports and other reports for the council.
- Review and report on the systems of internal control in place for the safeguard of assets, including verification of physical existence of such assets.
- Review and report on the operations and programmes of the Council to ascertain whether physical achievements are consistent with approved targets.

Review and report on the adequacy of action taken by heads of departments in response to Internal Audit Reports and advice them on the effective ways of implementing the recommendations made in the auditor's reports.

3.5.7.4 Administration/Governance

Key Targets

- Suggestion boxes installed to all 27 ward and 114 village offices by the year 2021.
- Statutory Council meetings at both Higher and Lower levels of the Council held accordingly by year 2021.
- Community members sensitized on war against corruption from 55% in 2015 to 100% by 2021
- Procedures for preparation of survivors benefits and terminal benefits strengthened from 70% to 100% by 2021
- Enhanced processes for staff assessment, confirmation and promotion from 90% in 2015 to 100% by the year 2021
- Improved accountability, efficiency and transparency from 80% in 2015 to 100% by the year 2021
- Reduced staff indiscipline cases from current 34 in 2015 to 8 by the year 2021
- Adequate working facilities provided increased from 70% to 100% by 2021
- Facilitating skills development for councilors and staffs to 100% by 2021
- Enhancing professional and career development activities to Staffs from 40% in 2015 to 90% by 2021

Strategies

- Provide suggestion boxes and sensitize the use of it
- Sensitize community on the importance of holding statutory meetings
- Strengthen strategies for preventing and combating corruption
- Develop mechanisms to enhance accountability, efficiency and transparency
- Provide relevant working facilities and equipment to enhance work performance

3.5.7.5 Human Resources

Key Targets

- Qualified personnel increased from the current 2839 to 3644 by the year 2020
- Improved working environment in the district
- Staff development plan in place and operational
- Adequate working facilities availed

Strategies

- Recruit adequate qualified personnel to carry out core mission of the council
- Develop appropriate staff incentives and retention packages
- Improve professional skills of staff
- Provide adequate working facilities
- Provide conducive working environment

3.5.7.6 Procurement and Supply Unit

Key Targets

- Ensuring Council contract and Document are well prepared and organized from 60% in 2015 to 100% by 2021.
- Tendering Documents and advertisements of tender opportunities are well prepared announced.
- Ensuring a list of register of all Contracts awarded is well maintained.
- Enhance Procurement and disposal by tender procedure are well organized

Strategies.

- Involving of stakeholders' i.e user departments, Council legal officers in project implementation process.
- Involving of stakeholders' i.e user departments, District Engineers to check and prepare statements of requirements.
- Enhance application of the public procurement Act 2014 and the public procurement Regulations, 2013.

3.5.7.7 Election Unit

Key Targets

- Village and Sub villages with vacant posts and problems related with election are solved by 2021
- Enhance good governance skills and HIV AIDS to all Ward, Village and sub village leaders elected during general election and local government election by 2021

3.5.7.8 Strategic

- Ensure all wards, villages and sub villages with vacant posts and solving problems related with election.

- Provide training on good governance skills and HIV/ AIDS in work places to all Ward, Village and sub village leaders elected during general election and local government election.
- Ensure conducive working environment to Election Officer Staff.

3.5.7.9 Legal Services

Key Targets

- Efficiency of Legal services enhanced from 52% in 2015 to 100% by the year 2021.
- Law materials in the council library and legal section increased from 37 books in 2015 to 500 by the year 2021.
- Rule of law strengthened from 70% in 2015 to 90% by 2021.
- Improved administrative law from 85% in 2015 to 100% by the year 2021.
- Legal meetings in all council levels enhanced from 65% in 2015 to 98% by 2021.
- Strengthened legal section and legal system enhanced from 80% in 2015 to 100% by the year 2021

Strategies

- Provide training to Ward Development Committee on their roles and responsibilities.
- Capacitate village government on formulation and procedure of passing village by-laws.
- Develop appropriate mechanisms for enhancing good governance and rule of law.
- Provide training to ward tribunal council members on their roles and responsibilities.

3.5.7.10 CULTURE AND SPORTS.

Key Targets.

- Increased cultural and artisan groups from the current 27 in 2015 to 70 by year 2021.
- Increased sports club from the current 5 in 2015 up to 27 by the year 2021.
- Increased playing fields from 102 in 2015 up to 169 by the year 2021.

Strategies

- Sensitize stakeholders form cultural and artisan groups.
- Sensitize stakeholders to construct playing fields.
- Sensitize stakeholders to form new sports clubs.
- Facilitate stakeholders to purchase sports equipment's.

3.5.8. INFORMATION COMMUNICATION AND TECHNOLOGY (ICT).

Key Targets

- Increase the use of ICT for equitable and sustainable socio-economic and cultural development of Sumbawanga from 35% in 2015 to 78% by the year 2021.
- Increase the level of awareness on the role and potential of ICT from 35% in 2015 to 78% by the year 2021.
- Access and availability of information at SDC to the society improved from 30% to 60% by 2021.

Strategies

- Increase awareness campaign for the use and benefit of ICT among council's staff and other stakeholders
- Improve ICT infrastructure
- Enhance use of ICT to all core function of the council.
- Improve procedures and standards on the use of ICT facilities
- Create conducive environment for investors in development assistance on ICT
- Establishment of district radio and magazine for providing information to the society

3.5.8.1 Internal Audit Unit.

Key targets.

- Internal control system strengthened by 2021.
- Improved preparation of annual audit plans by 2021.
- Internal Control System assists to achieve the following primary objectives by 2021.
 - The reliability and integrity of information and other operating activities.
 - Compliance with Policies, Plans, Procedures, Laws and Regulations.
 - The safe guarding of assets.

- The economical and efficient of use of resources.
- The accomplishment of established objectives and goals for operations or programs.
- To ensure the availability of clean report.

Strategies

- Prepare a lead schedule of all accounts and projects affected to ensure that all accounts have been properly audited, verified, scrutinized, vouched, checked, authorized and maintained.
- Conduct preliminary survey on various projects and departmental accounts for gathering data in order to prepare annual audit Plan.
- Review and report on the controls over revenues, custody receipts, and utilization of financial resources of the council.
- Assess the conformity with financial and operational policies and procedures laid down in statues related to the management of the Council.
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- Review and report on the systems of internal control in place for the safeguard of assets, including verification of physical existence of such assets.
- Review and report on the operations and programmes of the Council to ascertain whether physical achievements are consistent with approved targets.
- Review and report on the adequacy of action taken by heads of departments in response to Internal Audit Reports and advise them on the effective ways of implementing the recommendations made in the auditor's reports.

CHAPTER FOUR

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

4.1 Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the SDC Rolling Strategic Plan ((2016/17 - 2019/2021). The DED, with the support of the Management, shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

Since the Rolling Strategic Plan cuts across all mission activities of the SDC institutional structure, it is advisable that a Planning Department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Departments and Units/Sections shall be responsible for the day to day implementation of the Strategic Plan with a helping hand from the key stakeholders.

4.2 Monitoring

A monitoring and evaluation system is needed for effective implementation of this plan. Therefore monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

- i. Determine whether implementation is focused on the fulfillment of the council mission
- ii. Facilitate review of the implementation process
- iii. Facilitate feedback to management which is necessary for decision making
- iv. Ensure that objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- v. Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- vi. 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 Department to the organs representing the SDC Community such as the CMT, Council Standing Committees and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 4.1 shall guide the format of the progress reports.

Table 4.1: Example of quarterly progress report

S/N o.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action

A part from reporting at the various Council committees, there shall be one internal review meeting 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.

4.3 Evaluation

In order to assess the Plan performance, there shall be annual Plan Evaluation exercises for the entire plan period. In order to match activity funding with plan implementation, evaluation and review; it is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. The first is Interim Evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation to be carried at the end of the planned period (five years) using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the SDC Rolling Strategic Plan ((2016/17 - 2019/2021) shall largely aim at:

- i. Establishing whether the 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 SDC mission

4.4 Review

Plan review is important in order to remain focused in realizing the SDC core missions 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 responses to the shortcomings in the course of Plan implementation. There shall be minor Plan reviews annually, Medium Plan reviews after two and half years and a major Plan review after five years.

4.5 Assumptions and Risks

For the objectives of this strategic plan ((**2016/17 - 2019/2021**)) to be achieved, the following are the major assumptions which need close monitoring and timely response by SDC management.

- i. Continued conducive political and socio-economic environment
- ii. Continued willingness of stakeholders to support and respond effectively to the needs of MDC in implementing the strategic plan
- iii. Improved conditions for effective staff retention and motivation.

The major risk is the availability of adequate financial resources to implement the planned activities for achievement of the strategic plan.

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