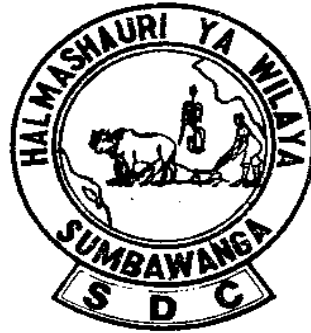


**THE UNITED REPUBLIC OF TANZANIA**

**PRESIDENT'S OFFICE**

**REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

**SUMBAWANGA DISTRICT COUNCIL**



**STRATEGIC PLAN  
(2021/22 - 2025/26)**

**October 2020**

## Table of Contents

LIST OF ABBREVIATIONS .....	x
STATEMENT OF COUNCIL CHAIRPERSON.....	xi
STATEMENT OF COUNCIL DIRECTOR .....	xii
EXECUTIVE SUMMARY .....	xiii
Vision and Mission of Sumbawanga District Council. ....	xiii
Implementation Arrangement, Assumptions and Risks .....	xiv
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1 Background Information.....	1
1.2. The Approach, Process and Methodology .....	1
1.3. The Purpose of Strategic Plan: 2021/22-2025/26.....	2
1.4 Organization of the Strategic Plan. ....	3
CHAPTER TWO.....	3
SITUATIONAL ANALYSIS.....	3
2.1 Approaches to a Situation Analysis.....	3
2.2 Mandate of SDC, Role and Functions .....	4
2.2.1 Mandate.....	4
2.2.2 Roles and Functions of SDC .....	4
2.3 Performance review of strategic plan 2016/17-2020/2021.....	4
2.3.1 General Administration.....	4
2.3.2 Policy and Planning .....	6
2.3.3 Legal.....	6
2.3.4. Internal Audit .....	7

2.3.5. Finance -Administration .....	7
2.3.6. Procurement.....	7
2.3.7. Trade .....	7
2.3.8. Co-operative and Marketing .....	7
2.3.9. Livestock.....	8
2.3.10. Agriculture .....	8
2.3.11. Education Administration .....	9
2.3.12 Primary Administration.....	9
2.3.13. Adult Education .....	10
2.3.14 Cultural Section.....	10
2.3.15 Secondary Education .....	10
1.2.1.16 Voluntary Agency Hospital.....	11
1.2.1.17 Health Centers .....	11
1.2.1.18 Dispensaries/Clinics.....	12
2.3.19 Natural Resources Administration.....	13
2.3.20 Land Administration .....	14
2.3.21 Land Management .....	14
2.3.22 Game .....	15
2.3.23 Fisheries Operations .....	15
2.3.24 Forest Management.....	15
2.3.25 Beekeeping .....	16
2.3.26 Community Development Administration.....	16
Shortcomings of the 2016/17 - 2020/21 Strategic Plan.....	16
2.4 Stakeholders Analysis .....	17
2.5 Analysis of Strengths, Weaknesses, Opportunities and Challenges (SWOT Analysis).....	19

2.5.1 Overview .....	19
2.5.2 External Environment.....	20
2.5.2.1 Sustainable Development Goals .....	20
2.5.2.2 Tanzania Vision (2025) and Other National Development Initiatives/Policies.....	20
2.5.2.3 Gender Aspects.....	20
2.5.2.4 Agricultural Sector Development Strategy.....	21
2.5.2.6 Cooperatives Development Policy and Other National Policies.....	22
2.5.3 Internal Environment .....	23
2.5.3.1 Planning.....	23
2.5.3.2 Community Development .....	23
2.5.3.3 Land .....	24
2.5.3.4 Health.....	25
2.3.5 HIV/ AIDS Epidemic .....	26
2.5.3.6 Agriculture .....	27
2.5.7.7 Livestock.....	27
2.5.3.8 Natural Resources (Forestry, Wildlife & Tourism and Fisheries).....	28
i) Forestry .....	28
ii) Fisheries.....	28
iii) Tourism.....	28
iv) Mineral Resources .....	28
v) Bee-keeping.....	29
2.5.3.9 Coperative .....	29
2.5.3.10 Trade .....	30
2.5.3.11. Primary Education .....	30
2.5.3.12 Secondary Education .....	30

2.5.3.13 Finance.....	31
2.5.3.14 Governance, organization and Management.....	31
2.5.3.15 Legal Services.....	32
2.5.3.16 Internal Audit .....	32
2.5.3.16 Arts and Culture.....	32
2.5.3.17 Procurement and Supply (PMU) Unit.....	32
2.5.3.18 Election Unit.....	33
2.5.3.19 Information Communication and Technology (ICT) .....	33
2.5.3.20 Environment and sanitation Department.....	33
Summary of Strengths, Weaknesses, Opportunities and Challenges.....	34
Key Opportunities.....	35
Key challenges:.....	35
2.6 Critical Issues.....	36
2.6.1 Education Sector.....	36
2.6.2 Livestock and Fisheries .....	36
2.6.3 Agriculture, Irrigation and Co-operatives.....	36
2.6.4 Bee-keeping.....	37
2.6.5 Forests.....	37
2.6.6 Finance and Trade.....	37
2.6.7 Auditing.....	37
2.6.8 Administration and Human Resources .....	37
2.6.9 Urban Planning.....	38
2.6.10 Health.....	38
2.6.11 Environment and Sanitation.....	38
CHAPTER THREE .....	38

VISION, MISSION, OBJECTIVES, KEY TARGESTS AND STRATEGIES .....	38
3.1 Introduction .....	38
3.2 Vision and Mission Statements .....	39
3.2.1 Vision Statement.....	39
3.2.2 Mission Statements. ....	39
SDC Values.....	39
3.2.3 Objectives .....	40
OBJECTIVE A: IMPROVE SERVICES AND REDUCE HIV/ AIDS INFECTIONS.....	40
i) Community Development Department.....	40
ii) Health Department .....	41
iii) Secondary Education Department.....	42
iv) Livestock and fisheries Department .....	42
v) Human Resource and Administration .....	43
vi) Administration and Human Resource .....	43
OBJECTIVE B: ENHANCE, SUSTAIN AND EFFECTIVE IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY .....	43
i) Human resources and Administration .....	43
OBJECTIVE C: ACCESS TO QUALITY AND EQUITABLE SOCIAL SERVICES DELIVERY IMPROVED.....	43
i) Health Department .....	43
ii) Primary Education .....	45
iii) Secondary Education Department.....	46
iv) Environment and Solid waste Management .....	47
iv) Planning Department .....	48
v) Finance Department.....	48
vi) Trade Section.....	49

OBJECTIVE D: QUALITY AND QUANTITY OF SOCIAL -ECONOMIC SERVICES AND INFRASTRUCTURES IMPROVED .....	50
i) Land and natural Resources.....	50
▪ Town Planning (Land).....	50
ii) Livestock and Fisheries Department .....	50
iii) Internal Audit unit. ....	51
iv) Beekeeping .....	52
v) Agricultural, Irrigation and co-operative Department .....	53
vi) Procurement and Supply Unit.....	54
vii) Administration and Human Resources .....	54
viii) Culture and Sports .....	55
OBJECTIVE E: GOOD GOVERNANCE AND ADMINISTRATIVE SERVICES ENHANCED .....	55
i) Environmental and Sanitation.....	55
ii) Livestock Department .....	55
iii) Natural resources .....	56
iv) Finance Department.....	56
v) Trade Section:.....	56
vi) Natural Resources (Land) .....	57
vii) Information Communication and Technology (ICT). ....	57
viii) Election Unit.....	57
ix) Election Unit.....	58
x) Agriculture .....	58
xi) Legal.....	59
xii) Secondary Education Department.....	59
xiii) Human Resource and Administration .....	59
ivx) Planning.....	60

xv) Administration and Human Resource .....	60
OBJECTIVE F: SOCIAL WELFARE, GENDER AND COMMUNITY EMPOWERMENT IMPROVED	61
i) Community development.....	61
OBJECTIVE G: MANAGEMENT OF NATURAL RESOURCES AND ENVIRONMENT ENHANCED AND SUSTAINED .....	61
i) Livestock and Fisheries Department.....	61
ii) Land and Natural Resources .....	62
iii) Agriculture .....	62
OBJECTIVE I: EMERGENCY AND DISASTER MANAGEMENT IMPROVED .....	63
i) Community Development Department.....	63
ii) Secondary Education .....	63
iii) Agriculture, irrigation and cooperative .....	63
OBJECTIVE Y: MULTI SECTORAL NUTRITIONAL SERVICES IMPROVED .....	63
i) Livestock and fisheries Department.....	63
ii) Agriculture: .....	64
iii) Secondary Education .....	64
iv) Agriculture, Irrigation and Cooperative .....	64
CHAPTER FOUR .....	65
IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK OF THE PLAN. ....	65
4.1 Implementation Framework.....	65
4.2 Monitoring and Evaluation .....	65
4.2.1 Monitoring .....	66
Table 4.1: Example of quarterly progress report .....	66
4.2.2 Evaluation .....	67
4.2.3 Review .....	67
Assumptions and Risks .....	68



Assumptions ..... 68

    4.3.2 Risks ..... 68

REFERENCES ..... 69

## LIST OF ABBREVIATIONS

CBOs	-	Community Based organizations
CCHP		Comprehensive Council Health Plan
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
MDGs		The Millennium Development Goals
MMR		Maternal Mortality Rate
MTEF		Medium Term Expenditure Framework
MVC		Most Vulnerable Children
NBS		Nation Bureau 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
CSOs		Civil Society Organizations
SP		Strategic Plan
SDC		Sumbawanga District Council

## **STATEMENT OF COUNCIL CHAIRPERSON**

Sumbawanga District Council's five year Strategic Plan (SP) for the period of 2021/22 to 2025/2026 has been developed within National Development Frameworks and Policies such as Tanzania Development Vision 2025, Local Government Reform Programme (LGRP), Public-Private Partnership (PPP) policy and Ruling Party Manifesto.

The plan is based on the needs and priorities of the people of Sumbawanga District Council rather than centrally determined priorities and plans.

The long-term goal of SDC is to ensure her population wellbeing is improved with access to quality social and economic services within values of good Governance. This will be attained through empowering and involving all development stakeholders in development process in order to deliver quality social and economic services.

I thank all those who made their contributions during the formulation process including the community whose contributions through their indicative plans in medium term plans were valuable inputs in completing the document. Besides, Council Staffs and different stakeholders volunteered their time to make this document complete. It is my expectation that the document will be a useful tool and framework for implementation of community priorities through annual council plan and budgets.

Kalolo G. Ntilla

**COUNCIL CHAIRPERSON**

## STATEMENT OF COUNCIL DIRECTOR

The Five Years Council Strategic plan preparation was a process that involved a number of steps. Inputs of various stakeholders, Regional Secretariat Staffs, Honorable Councilors, development partners, Heads of Departments and Sections were valuable in enriching the document. Review of the past Council strategic plan (2016/17-2020/21) was also instrumental to identification of key issues and guide to formulation of future interventions.

Apart from this document being instrumental towards preparation of the Annual Council Budget, it will inform and provide framework to development stakeholders; the community, Civil Society Organizations (CSOs), private sector, Central Government and donors for interventions and planning social and economic development.

This plan document is also a basis for mobilization of resources for development from various donors and partners for complementing internal generated resources. We are obliged to extend sincere gratitude to various stakeholders; Community, NGOs, CSOs, Political Parties, Heads of Departments and sections who participated in various sessions in the course of production of this document.

Mwl. Nyangi J. Msemakweli

**COUNCIL DIRECTOR**

## EXECUTIVE SUMMARY

The Sumbawanga District Council Strategic Plan (2021/2022 – 2025/2026) supersedes the (2016/2017 – 2020/2021) Strategic Plan which will end in June 2021. Review of the previous Strategic Plan was necessary due to the external and internal changes that have a bearing in efficient operations of the Council, with a view to enhancing 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 Council.

Since the formulation process was inclusive, a wide range of stakeholders were involved in order to understand their views on services delivered by Council. This was necessary to enhance ownership and acceptability to stakeholders so as to have smooth implementation of the plan. The assessment of Institution was done analyzing institution's strengths, weaknesses, opportunities and challenges. The organization's strength, weaknesses, opportunities and challenges are provided in chapter two.

Given the achievements and constraints during the implementation of the strategic plan (2016/2017-2020/2021) and the situation analysis, the key issues which need to be addressed during the next five years are summarized as follows:

- Improvement of social and economic services and infrastructures
- Natural resources management for sustainable development
- Enhancing Local Economic development
- Increasing the financial capacity and sustainability for implementing all planned activities.
- Ensuring timely completion of projects carried forward from (2016/2017-2020/2021) 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.

### **Vision and Mission of Sumbawanga District Council.**

The Vision of SDC during Medium Term Plan States; “Improved SDC community Wellbeing with access to *quality social and economic services* “

The vision will be attained through empowering and involving all development stakeholders in development process in order to deliver quality social and economic services.

The operationalization 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.

SDC has adopted ten objectives that are geared towards achieving SDC's mission and realizing its vision. A number of strategies have been formulated to be used to achieve the vision as indicated in chapter two.

### **Implementation Arrangement, Assumptions and Risks**

The implementation of the SDC Strategic Plan (2021/22 - 2025/2026) will be mainstreamed in council structure in order to attain envisaged goal.

A monitoring and evaluation system is an important component whereby there will be annual and mid review. The process will be participatory.

The evaluation will specifically 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. The Result Framework and Monitoring Plan are provided in Annexes 1 and 2.

For the Vision of this strategic plan to be achieved, the major assumptions include; 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 and improved conditions of Staff for effective performance. The major risk expected is the inadequate financial resources to implement the planned activities for achieving the strategic plan

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background Information.

Sumbawanga District Council (SDC) was established in 1984 under local government Act No. 7 of 1982. Geographically, it is located along Latitude 7.8 and 9 South of Ikweta, and Longitude 31 and 32.1 East of Greenwich.

It is situated 1,700M, above the sea level and 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. Administratively, the head office of Sumbawanga District Council is located in Laela Minor Town, the is 1 Constituency known as Kwela, 4 Divisions, 27 Wards, 114 Villages and 494 hamlets.

SDC covers an area of 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 had a population of 305,846 people, of which 156,784 are female and 149,062 are Males. Therea are 53,841 households and average of 5 people per household.

With growth rate of 3.2 %, the number of population is estimated to be **381,295** (Female **195,461** na Male 185,834). The number of household is **83,006 (Projection as per October, 2019)**

Economically, agricultural activities is the main occupation for 90% residents, cultivating Maize, Paddy, Beans, Fingelets, Groundnuts, Casava and Sunflows, which are also used as cash crops. The 9% of population is engaged in fishing activities taking place mainly in Lake Rukwa. Beekeeping and other activities angage about 1% of population.

The main ethnic groups 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.

#### 1.2. The Approach, Process and Methodology

The plan preparation is in line with requirement of National Development Frameworks on the need for lower level governments; in this case the local Authorities to have a medium term development perspectives through which all their plans will be directed in achieving

local priorities focusing on achieving wide range of results spelt in Tanzania Development vision 2025. Strategic plan is therefore a tool to operationalize the long term perspective plan and a means for monitoring and evaluation of plans developed within the medium term context.

The approach used to develop the plan was participatory which required the council's knowledgeable individuals to develop the plan and inputs from the community and development stakeholders to enrich the process and the document.

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.

Literature reviews were undertaken intending to have a wide range of inputs in order to produce a legible document. They included a number of publications such as Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania (2010/11), Tanzania Development Vision (Vision 2025), Ruling Party Election Manifesto (2020), National Five Years Development Plan, the Long Term Perspective Plan (LTPP) and other Sectoral policies and guidelines. After the consultative meeting, reviews and discussion session with member of Council Management Team that was conducted on 11<sup>th</sup> to 12<sup>th</sup> November, 2020 a final draft of the strategic plan was produced.

### **1.3. The Purpose of Strategic Plan: 2021/22-2025/26**

SDC development objectives are linked to realization of Tanzania Development Vision 2025 and other development initiatives including Sectoral Policies and Directives. It emphasizes the sectoral linkage and is broad focused, taking account into achieving the national goal of industrial development while maintaining the achievements of other sectors.

In summary the plan mostly addresses the following areas:

- Promotion of economic growth and strengthening industrial economic base.
- Integrate people's development with economic growth
- To strengthen monitoring of plan implementation
- Creation of enabling environment for private sector development.
- Proper management of resources to achieve results; To avoid the spread of resources to a wide range of activities with little impact.



- Ensuring that the projects identified are done not in isolation but in complementarily
- The plan emphasizes comprehensiveness of plans and funding
- Scaling up the role and participation of private sector in economic Growth, through strengthening business climate for efficient use of factors of production,
- Investing in people and infrastructure development, and sustaining achievements in socioeconomic progress

#### 1.4 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 SDC, its area and population, administrative units, climatic condition, agro-ecological zones and social cultural systems. The formulation process and organization of the strategic plan are also described. The second Chapter analyses the Council's Situational Analysis with description of performance review of the previous plan (2016/17-2020/21) and encountered challenges. It examines the institutional environment by using analytical tools namely Stakeholders Analysis and SWOC (strengths, weaknesses, opportunities and challenges surrounding SDC). The later draws key issues that the Five Year's Strategic Plan ought to take into account. Chapter three presents the vision, mission, SDC values, objectives, key targets and strategies for each area of implementation. Chapter four provides a framework for plan implementation, monitoring, evaluation, review as well as major assumptions and risks.

## CHAPTER TWO

### SITUATIONAL ANALYSIS

#### 2.1 Approaches to a Situation Analysis

In order to establish critical issues to be used later during development of new strategic plan 2021/22 -2025/26, during the planning process as part of situation analysis institutional performance was assessed in terms of service delivery as planned in order to make improvements in future. Besides the two analytical tools were used. They were a need to understand perceptions, experiences, or expectations of **stakeholders and** understand the internal and external **environment** under which SDC operates in order to make improvements in its performance

## 2.2 Mandate of SDC, Role and Functions

### 2.2.1 Mandate

SDC drives its mandate from the *Local Government Local Authority Act No.8 of 1982, (Cap 287 RE 2002)* and the *Constitution of the United Republic of Tanzania, (Article No.145 and 146)*. The Council also has by-laws and Regulations for its operations

### 2.2.2 Roles and Functions of SDC

- To foster development in socio-economic services by utilization of available resources, that will increase income of the population.
- To facilitate the maintenance of peace and good governance
- To improve planning and management of land use
- To improve the management of infrastructure
- To deliver service with gender perspective and equity at all levels

## 2.3 Performance review of strategic plan 2016/17-2020/2021

Several achievements have been manifested during the implementation of the SDC Strategic Plan of the (2016/2017-2020/2021). The following is a summary of Planned Targets and Main Achievements.

### 2.3.1 General Administration

S/N	Planned Targets	Achievements
1	Strengthening District and community HIV/AIDS Advocacy and response to 30 drama groups by Year 2020/21	Achieved by 55%.
2	Risk of HIV infection among vulnerable groups in 30 villages reduced by year 2020/21	Risk of HIV infection among vulnerable groups has been reduced
3	Social support for PLHAs, MVC, disabled, and widows provided in 27 wards by year2020/21	A total number 265 secondary school orphans and vulnerable children have been supported with school fees and other educational materials.
4	Council HIV and AIDS Comprehensive implemented by year 2020/21	HIV and AIDS Comprehensive plan implementation have been carried out by 65%
5	Workplace HIV and AIDS programme Developed at council level by year	A total number 15 council workers living with HIV have been supported with food

	2020/21	and fare when persuing their treatment (achieved by 70%)
6	HIV testing and counseling services implemented in 17 wards by year 2020/21	Testing and counseling on HIV services expanded and achieved by 100% from 10 wards to 27 wards.
7	School-based gender sensitive sexual reproductive health and HIV and AIDS education Strengthened in 103 primary and 15 secondary schools by year 2020/21	Education on sexual reproductive health and HIV/AIDS has been provided to 70 primary school and 17 secondary school which is equal to 100%
8	Natural catastrophes within the region managed by 80% by year, 2020/21	Natural catastrophes controlled during the targeted period by 80%
9	Community contribution to improvement of physical infrastructure increase to 20% by year 2020/21	Community contribution to rehabilitate/construction of physical infrastructure increased to from 20% to 30%
10	Skills development to 37 councilors and 9 Departments provided by year 2020/21	Development skills to councilors and staffs achieved by 60%
11	Enhancing Professional and career development activities to 19 Departments enhanced by year 2020/21	Professional and career development activities achieved by 30%
12	Re-tooling status in 19 Departments improved by year 2020/21	Re-tooling status in offices Improving by 80%
13	Technical assistance to staffs Improved by year 200/21	Technical assistance to staffs achieved by 90%
14	Conducive working environment to 168 staff Enhanced by year 2020/21	Conducive working environment to 168 Staffs improved by 60%
15	Qualified staff increased from 2854 to 3066 by year 2020/21	Qualified staff improved and achieved by 95%
16	Strengthening Monitoring and evaluation of various interventions strengthened by year 2020/21	Monitoring and evaluation of various activities strengthening to 60%
17	Office accommodation in the council improved by year 2020/21	Office accommodation in the council achieved by 55%

18	Tree planting increased from 1.5 million to 4 million by year 2021	Tree was planted and increasing from 1.5 million 2.5 million equal to 40%
19	Council contribution to different social institutions/group ensured by year 2020/21	Council contribution to different social institutions/group Ensuring to 60%
20	Land use conflicts reduced in all villages by year 2020/21	Meetings for resolving land conflicts were held in 3 villages

### 2.3.2 Policy and Planning

s/n	Planned Targets	Achievements
1	Physical infrastructures improved by year 2020/21	Physical infrastructures (education, Health) have been improved by 60%.
2	Participatory planning, monitoring and evaluation system enhanced by year 2020/21	<ul style="list-style-type: none"> <li>- Priorities for developments sub-projects to be implemented originated from the grass root at 114 villages and 27 wards.</li> <li>- Community participation in implementation of the projects was realized through building materials, labour force as well as contribution in cash by 70%</li> <li>- Monitoring and evaluation of the projects was undertaken by council management team and finance</li> </ul>
3	Facilitating projects implementation at the sub District levels (LLG 50% of CDG allocation) in all 27 wards by year 2020/21	Council plan and budget prepared and scrutiny was conducted as planned
4	Conducive working environment improved to 7 staff by year 2020/21	<ul style="list-style-type: none"> <li>-Office working tools was available</li> <li>-Statutory benefits were effected to all staffs</li> </ul>

### 2.3.3 Legal

s/n	Planned Targets	Achievements
1	Council legal rights and by laws enforce by year 2020/21	Appropriate advice was produced during statutory meetings as far as legal matters are concerned. Legal rights and enforcement by laws were enhanced by 70%

#### 2.3.4. Internal Audit

s/n	Planned targets	Achievements
1	Internal-Control on Council funds ensured by year 2020/21	-Quarterly progressive- reports were produced on time -Quarterly visits were conducted as planned -Target was achieved by 80%

#### 2.3.5. Finance -Administration

s/n	Planned Targets	Achievements
1	Compliance of IPSAS ensured by 100 by year 2020/21	Compliance of IPSAS was ensured and achieved by 80%

#### 2.3.6. Procurement

s/n	Planned Targets	Achievements
1	Conducive working environment in PMU Office improved by year 2020/21	Working environment improved by 50%

#### 2.3.7. Trade

S/n	Planned Targets	Achievements
1	250 traders trained on how to start and improve business in 15 wards by year 2020/21	300 Traders were trained
2	Market information for traders within the District secured by year 2020/21	The achievement is about 60%
3	Inspecting 400 traders, 300 bottle stores and 40 medical stores ensured by year 2020/21	Achieved by 40% through inspection
4	Enhancing Conducive working environment to 5 staff ensured by year 2020/21	Statutory benefits were effected to

#### 2.3.8. Co-operative and Marketing

S/n	Planned Targets	Achievements
1	Rural development economies promoted through primary Co-operative societies from 38 to 56 societies by year 2020/21	42 primary Co-operative societies was promoted and target achieved by 75%

2	Rural development economies raised through establishment of SACCOS/AMCOS from 38 to 60 SACCOS by year 2020/21	28 new Cooperatives Societies have been established
3	Conducive working environment enhanced to 7 staff by year 2020/21	Conducive working environment to 7 staff was ensured and achieved by 80%

### 2.3.9. Livestock

s/n	Planned Targets	Achievements
1	Supporting the number of groups of PLHIV/AIDS in productive activities from 3 in 2015 to 18 by June 2021	6 number of PHLHIV/AIDS groups were supported
2	Expanding the coverage of Livestock Extension Services delivery from 25% in 2015 to 65% by June 2021	Livestock extension services delivery expand by 45%.
3	Increasing and improving livestock production infrastructures from 56 structures in 2015 to 80 structures by June 2021	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 2021.	The capacity of livestock keepers improved by 35%.
5	Controlling livestock diseases and increasing preventive measures from 45% in 2015 to 75% by June 2021.	Livestock diseases control and measures increased by 55%.
6	Improving conducive working environment to 5 staff ensured by June 2021.	working environment to 6 staff ensured by 30%

### 2.3.10. Agriculture

S/N	Planned Targets	Achievements
1	Agricultural extension services delivery expanded from 45% to 75% by June 2021	Agricultural extension services delivery increased to 55%

3	Increasing agriculture irrigation structures from 6 structures in 2015 to 12 structures by June 2021	There are 6 irrigation schemes
4	Conducive working environment of 20 staff improved by June 2021	Conducive working environment to 10 staff was improved by 100%
5	Agriculture extension services improved from 12% to 60% by June 2021	Not done due to late release of fund(Fund received late December 2020)

### 2.3.11. Education Administration

S/N	Planned Targets	Achievements
1	SSchool Gender Sensitive sexual reproductive in health, HIV and AIDS education strengthened to 14 staff by the year 2021.	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 June 2020	Statutory benefits such as extra Duty allowance, tuition fees, leave travel and moving expenses being provided up to 45%

### 2.3.12 Primary Administration

S/N	PLANNED TARGETS	Achievements
1	School based gender sensitive sexual reproductive health, HIV and AIDS reproductive education strengthened in 200 primary schools by June 2021	Education on gender sensitive sexual reproductive health and HIV/AIDS was provided through seminars, and work meeting sections.
2	Conducive working environment to 1920 teachers ensured by June 2021	Statutory benefits such as extra Duty allowance, tuition fees, leave travel and moving expenses have been provided Equivalent to 50%
3	Net enrolment rate of standard one pupils increased from 94% to 100% by June 2021	Net enrolment rate of standard I pupils increased from 88% to 98%
4	Pass rate in National Exams increased from 80% to 100% for standard IV and from 73.2%	Pass rate in national exams increased from 70% to 75% for STD IV and from

	to 80% for standard VII by June 2021	37% to 42.06% for STD VII.
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### 2.3.13. Adult Education

S/n	Planned targets	Achievements
1	Reducing HIV/AIDS infections at working place from 5.8% to 4% by June 2021	HIV/AIDS infections at working place reduced to 5
2	Conducive working environment to 36 staff improved by June 2021	Statutory benefits such as extra Duty allowance, tuition fees, leave travel and moving expenses have been provided equivalent to 50%
3	Illiteracy rate among adults (aged 19 and above), youths (aged 14-18) children (aged 11-13) reduced from 48% to 20% by June 2021	Illiteracy rate among adults (aged 19years and above), youths (aged 14-18years), children (aged 11-13years) reduced from 48% to 40%.
5	Enhance Data collection, monitoring and evaluation for long life learning management information system (LL-MIS) enhanced by June 2021	Not done due to shortage of fund

### 2.3.14 Cultural Section

S/n	Planned targets	Achievements
1	Sports and games in 104 Primary schools promoted by June 2021	Sports and been promoted primary to 104 to equivalent 100%

### 2.3.15 Secondary Education

S/n	Planned targets	Achievements
1	School based gender sensitive reproduction, health and HIV and AIDS education in 13 secondary schools	Gender based sensitive reproduction, health and HIV/AIDS education strengthened in 13 secondary schools



	Strengthened by June 2021	and the target achieved by 40%
2	Gender sensitive, sexual reproductive health, HIV and AIDS education in 15 staff Strengthened by June 2021	Done and achieved by 40% through education
3	Conducive working environment to 450 staff in secondary schools improved by June 2021	Conducive working environment to staff in secondary ensured and achieved by 75%
4	Enrolment rate of Form one student increased to 100% by June 2021	Target achieved by 90%. All students passed standard seven examination were accessed to secondary schools
6	Pass rate in national examinations increased from 47% to 90 % for Form II ; from 49% to 90% for Form IV and to 90% for Form VI by June 2021	Pass rate in national examinations increased as follow <ul style="list-style-type: none"> <li>• Increased to 93.8% for Form II</li> <li>• Increased to 77.5% for Form IV</li> </ul>
7	Number of Secondary school buildings from 308 to 543 by June 2021	Secondary school buildings increased to 347.

#### 1.2.1.16 Voluntary Agency Hospital

S/n	Planned targets	Achievements
1.	Availability of drugs, equipments, medical supplies, insecticides and reagent ensured by 100% by June 2021	Medical store Department provides and distributed Medical, equipments, medical supplies, Insecticides and reagents to the health facilities at 60%
2.	Supervisory visits to and conducive working environment in DM0 office improved by 100% by June 2021	64 Health facilities were supervised at 80%
3	Improving Physical infrastructure improve by 80% by June 2021	Various projects are in progress at 60%

#### 1.2.1.17 Health Centers

S/n	Planned Targets	Achievements
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1	Prevalence of HIV infection reduced from 4.4% to 4% by June 2021	<ul style="list-style-type: none"> <li>Prevalence of HIV infection reduced from 4.9% to 1.9%.</li> </ul>
2	Service delivery in 8 health centers improved by 80% by June 2021	Health services delivery improved by 70%
3	Conducive working environment to 200 staff ensured by 80% by June 2021	Working environment improved by 70%
4	Capacity building to 68 trained health workers increased by 80% by June 2021	Capacity building to health facilities staff improved by 70%.
5	Proportional of malaria cases to under 5 reduced from 4.8% to 4% by June 2021	Malaria cases among under five reduced by 3.9%.
6	Availability of drugs, equipment, medical supplies, insecticides and reagents ensured by 100% by June 2021	Medical equipment, medical supplies, and medicine available by 60%
7	Conducive Working environment in DM0 office improved by 100% by June 2021	Working environment improved by 70%
8	Vaccination performance of all antigen to illegible are at high level above 90% by June 2021	Vaccination antigen maintained above 90% at all antigens.
9	Integrated outreach services for all neglected tropical diseases increased from 80% to 90% by June 2021	Mass drugs administration at community levels improved by 80%
10	Physical infrastructures developed by 80% by June 2021	Physical infrastructure improved by 75%

#### 1.2.1.18 Dispensaries/Clinics

S/n	Planned Targets	Achievement
1	Prolonged life of PLHAS and reduce new HIV infection cases ensured from 4.4% to 4% by June 2021	Prevalence of HIV infection reduced from 4.9% to 1.9%.
2	Conducive working environment to 105	Working environment improved by 90%

	staff improved by 90% by June 2021	
3	Proportion of nutritional disorders reduced from 6% to 3% by June 2021	Proportional of Nutritional disorders reduced by 2%.
4	Physical infrastructure developed by 80% by June 2021	Physical infrastructure improved by 75%.
5	Availability of drugs, equipments ,medical supplies, insecticides and reagent ensured at 100% by June 2021	Medical store Department provides and distributed Medical equipments, medical supplies, Insecticides and reagents to the health facilities improved by 60%.
6	Supervisory visits strengthened by June 2021	64 Health facilities were supervised by 75%.
7	Vaccination performance of all antigen to illegible at high level maintained above 90% by June 2021	Distribution of vaccination and outreaches performed to 64 stations for 90%.
8	The number of TB and leprosy cases less than 1 case par 1000 population reduced by June 2021	Supervisions on TB and Leprosy centers conducted and different meetings performed by 80%.
9	Coverage of environmental health sanitation increased from 70% to 90% by June 2021	Environmental sanitation improved by 70%
10	Epidemic diseases reduced from 1.5% to 0.2% by June 2021	Epidemic diseases REDUCED from 1.5% to 0.0%
11	Trachoma cases reduced from 1.1% to 0.5% by June 2021	Trachoma cases reduced from 1.1% to 0.5%
12	Management in all health facilities improved by 90% by June 2021	Health services improved by 70%

### 2.3.19 Natural Resources Administration

S/n	Planned targets	Achievements
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1.	Stigma Denial and Discrimination reduced from 60% to 30% in Natural Resources by June 2021	This target was not implemented due to lack of fund.
2.	Environmental policies provided by June 2021	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 provided in 7 villages to cover 1200 Ha by June 2021	Not done because funds for activities was not released
4.	Develop Micro Projects in a 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%

### 2.3.20 Land Administration

S/n	Planned Targets	Achievements
1.	Increase Planned settlement in urban areas by June 2021	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 June 2021	Achieved by 45%

### 2.3.21 Land Management

S/n	Planned Targets	Achievements
1.	Environmental health and sanitation coverage increased from 65% to 90% by June 2021	Environmental health and sanitation coverage increase from 65% to 68%

### 2.3.22 Game

S/n	Planned Targets	Achievements
1.	Wildlife Information ensured by June 2021	The target was achieved by 70%
2.	Conducive working environment to 9 staffs ensured by 100% by June 2021	Salaries and other statutory benefit were paid to game staff.
3.	Protection of 1 Game reserves ensured by June 2021	Four patrols were conducted in Uwanda game reserve.

### 2.3.23 Fisheries Operations

S/n	Planned targets	Achievements
1.	Capacity of fisheries entrepreneurs in conducting fisheries activities increased from 15% in 2011 to 35% by June 2020	Fisheries entrepreneurs in fishing and fishing economies improved by 20%
2.	Conducive working environment to 10 staff ensured by June 2021	Statutory benefit were paid by 40%
3.	Quality and quantity of fish productions increased from 40% to 80% by June 2021	Quality and quantity of fish productions increased from 40% to 65% through training on sustainable fishing technique and modern processing
4.	Illegal fishing practices in Lake Rukwa reduced from 500 cases to 100 cases by June 2021	Illegal fishing practices in Lake Rukwa reduced from 500 cases to 300

### 2.3.24 Forest Management

S/n	PLANNED TARGETS	Achievements
1.	Promote Forest product micro projects in promoted in 10 villages by June 2021	Not implemented due to lack of fund
2,	Protection of 5 forest Reserves by June 2021	Awareness campaigns and patrols were conducted to protect forest reserves.

3.	Ensure conducive working environment to 6 staffs by June 2021	-salaries paid on time Statutory benefits effected as funds were flowing
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### 2.3.25 Beekeeping

S/n	Planned Targets	Achievement
1.	Quality and quantity of Honey production increased from 10% to 50% by June 2021	Quality and quantity of Honey production increased to 30%
2.	Technical knowledge in management and utilization of beekeeping product to 10 villages improved by June 2021	Technical knowledge in management and utilization of beekeeping products improved to 4 villages

### 2.3.26 Community Development Administration.

S/n	Planned Targets	Achievements
1.	HIV/ AIDS infection reduced and reproductive services accessed in 10 wards and 20 workers in the	Achieved by HIV/ AIDS infection reduced and reproductive services accessed in 10 wards and 7workers in the department
2	High skilled staff increased in the department by June 2021	High skilled staff increased in the department 70%
3	Increase Income generating activities from 50% to 75% by June 2021	Income generating activities from increased from 60% to 70%
4	Income generating activities for 100 women groups and 80 youth groups increased by June 2021	Income generating activities (LGAs) were increased by 60%

### Shortcomings of the 2016/17 - 2020/21 Strategic Plan

Despite the above achievements, SDC was constrained by several factors during the implementation.

In general, the following are considered to be the major constraints:

- 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.

## 2.4 Stakeholders Analysis

Stakeholder Analysis attempts to understand perceptions and expectation of stakeholders on the services delivered by the SDC. These are valuable inputs for the Strategic plan.

. Council stakeholders can be grouped under the following categories:

- Central Government (Ministries)
- Regional Secretariat
- Private sector ( Business community-formal, informal sectors and those carrying out business transactions with the Council)
- Non Governmental organizations (Civil society organizations (CSOs), non Government Organizations (NGOs), Faith based Organizations and Community based Organizations (BOs)
- Public Servant (Staff working for SDC)
- The general public (Community of SDC)
- Political Parties and Politicians
- Development partners
- Media

The following table shows some of the stake holders, their needs and expectations from the Council.

<b>Name of key stakeholders</b>	<b>Needs/Expectations of stakeholders</b>	<b>Challenges</b>	<b>Ranking</b>
Neighboring District Councils	<ul style="list-style-type: none"> <li>- Joint accountability/responsibility in exploitation and preservation of natural resources such as rivers, lakes, and forests reserves.</li> <li>- Efficient communication to offer the required support at right</li> </ul>	<ul style="list-style-type: none"> <li>- Dependence on the Central Government financing.</li> <li>- Communication barriers</li> <li>- Poor infrastructure</li> </ul>	High

	time and place.		
Regional Secretariat	<ul style="list-style-type: none"> <li>- Prompt submission of plans, progress reports and other required reports by LGAs.</li> <li>- Close working relationship through technical demand services to LGAs</li> <li>- Adherence to ministerial and regional directives, orders and regulations</li> <li>- Effective communication with LGAs</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of adequate funds for supervising and monitoring of district council activities</li> <li>- Conflicting directives and orders from above</li> </ul>	High
President's Office, Regional Administration and Local authorities.	<ul style="list-style-type: none"> <li>- Good Governance practice by SBC in performing her functions.</li> <li>- Adherence to National and sectoral policies as well as laws in government Functions.</li> <li>- Plan and Budget that take into account community Priorities</li> <li>- Effective two way communication</li> </ul>	<ul style="list-style-type: none"> <li>- Late release of directives and budget ceilings</li> <li>- Insufficient capacity in performing obligatory functions</li> </ul>	High
Sector Ministries.	<ul style="list-style-type: none"> <li>- Sector policies, guidelines and directives to be adhered by district council</li> <li>- Effective two-way communication</li> </ul>	<ul style="list-style-type: none"> <li>- Late release of directives and budget ceilings</li> <li>- Conflicting interests among ministries</li> <li>- Insufficient resources</li> </ul>	High
community members	<ul style="list-style-type: none"> <li>- Peace and tranquility environment</li> <li>- Quality social and economic services</li> <li>- Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>- Misinterpretation of orders from above</li> <li>- Lack of sufficient infrastructure</li> <li>- Inadequate resources for infrastructure development</li> </ul>	High
Private sectors	<ul style="list-style-type: none"> <li>-Strengthened Council role in provision of enabling environment and regulations for business enterprises and operations</li> <li>-Effective and efficient</li> </ul>	<ul style="list-style-type: none"> <li>-Poor trade performances.</li> <li>- Lack of effective stakeholders Platform to address and share information</li> </ul>	Medium



	infrastructures such as roads and markets  -Effective communication between Public sector and Private sectors		
Political parties	-Effective, efficient and transparent administration and leadership.  -Adherence to national political/economic directives  - Maintenance of law and order  -conducive political climate.	- Ideological differences and priorities	Medium
Civil society Organizations (CSO)	-Effective Information Sharing with Council  -	-Lack of resources to cover an entire district in executing planned interventions  _Lack of Joint platform to address development issues	Medium

## 2.5 Analysis of Strengths, Weaknesses, Opportunities and Challenges (SWOT Analysis)

### 2.5.1 Overview

This section presents the features of existing external and internal environment which have a bearing to the operations of the 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 in the course of its plan operations as well as constraints faced during the implementation of that Plan. Therefore the analysis is based on the Strengths and weaknesses (that are Internal to organization) and Opportunities and challenges (that are external to the institution). The chapter winds up with a summary of strengths, weaknesses, opportunities and challenges based on the analysis of the external and internal environments.

## **2.5.2 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.

### **2.5.2.1 Sustainable Development Goals**

In September 2015, 193 UN Member States gathered at the institution's headquarters in New York and agreed to take transformative steps to shift the world on to a sustainable path. They adopted a new global agenda committed to people, to the planet, to promoting peace, prosperity and partnerships: the 2030 Agenda for Sustainable Development. The 2030 Agenda includes 17 Sustainable Development Goals, the SDGs, which, in turn, list 169 targets, all aimed at a universal, integrated and transformative vision for a better world.

The Sustainable Development Goals and their targets challenge all countries to be ambitious and innovative in order to establish inclusive, efficient and transparent means of implementation to bring to reality this complex development agenda, from the global to the sub-national level. These means of implementation, as recommended by the document "Transforming Our World: the 2030 Agenda for Sustainable Development" include, among others, the mobilization of financial resources, capacity-building, international public funding, and the availability of high-quality, up-to-date, reliable and disaggregated data.

### **2.5.2.2 Tanzania Vision (2025) and Other National Development Initiatives/Policies**

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. A number of National and Sectoral Strategies have been established/lunched to expedite the process of attaining the national development vision. They include National Strategy for Growth and Reduction of Poverty (NSGRP) Phase 1 & 2, and National Five Years Development Plans. 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 2025 and thus reduce the poverty level among Tanzanians.

### **2.5.2.3 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.

#### 2.5.2.4 Agricultural Sector Development Strategy

Agricultural sector accounts for about 25% of GDP. Tanzanian government has various policy instruments and framework supporting interventions to unleash the potential in addressing food insecurity and poverty. The Agricultural Sector Development Programme (ASDP1) is one of such instruments which was launched in 2006. ASDP1 aimed at attaining a sustained 6% annual growth and transforming subsistence to commercial farming through a private sector lead that promotes productivity and profitability in a competitive environment.

In other words, transformation aimed at increasing the agriculture share of GDP, increased incomes for smallholder farmers and attaining food security by 2015. As 2025 winds up, the government in collaboration with development partners has embarked on developing the second phase of the Agriculture Sector Development Program (ASDP 2). This policy brief gives a critical eye on ASDP1 in the perspective of civil society and farmers' organizations; and proposes succinct issues for consideration in ASDP2.

To date, we have Agricultural Sector Development Program - Phase 2 (ASDP 2), aiming on improving specific commodities—maize and rice—grown and consumed mostly by the poor.

In ASDP 2, priority will be made to increase levels of agricultural productivity, expand irrigation mechanization, investment in research and development and improved agricultural inputs. The ASDP shall diversify crops and livestock production to shield low income households from both production and price fluctuations while undertaking climate change considerations in each activity.

The main thrust of the programme is to support smallholder farmer transformation from subsistence to commercial producers, through higher adoption of improved technologies and access to inputs to enhance productivity; irrigation development to increase resilience to climate change; and improved market efficiency to enhance income growth by aggregating outputs (such as the warehousing system).

Based on the analysis above the interventions identified and set to respond to known constraints in the sector with reference to the value chains, which are to:

- Establish District commodity value chain platforms (DCP).
- Empower farmers and strengthen organizations.
- Encourage dialogue between stakeholders at local levels.
- Link farmers with agribusinesses to access inputs for sustainable productivity growth.
- Support value chain stakeholders through Agricultural and Business Advisory Service (ABAS) providers and access an Agribusiness Investment Matching Grant (AIMG).
- Encourage delivery and adoption of demand-driven technologies.
- Bridge technological and economic information to smallholder farmers from research and through advisory services.
- Enhance irrigation agriculture through improved planning, management and infrastructures.
- Build capacity of institutions to coordinate and evaluate the programme impact.
- Support agricultural statistics gathering and analysis processes

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 above intervention in to attain better life of its people

#### **2.5.2.6 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 and Water Policy 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.

### **2.5.3 Internal Environment**

#### **2.5.3.1 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. Another factors hindering effective efficient planning process include weak monitoring and evaluation systems, poor data management and storage systems.

#### **2.5.3.2 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 57% of identified Most Vulnerable Children had been supported with basic needs by the community and 22% of disabled people, including people with albinism had been supported with bicycles, sun block 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.

### **2.5.3.3 Land**

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.

Land as a resource is scarce in quantity and therefore 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. The Council through Land department is

the custodian and overseer of all activities performed on land. The department is responsible for ensuring settlement planning to avoid development of unplanned settlement. In order to affect this there is a need to plan and survey adequate plots in minor settlements such as Laela, Mpui, Mtowisa, Ilemba, Kipeta and Kaengesa. There is also a need to establish Village Land Use Plans in all villages. So far there is some remarkable development whereby survey and plan has n carried out in some parts in Laela Town Authority. Besides village land boundaries have been surveyed but land has not being distributed according to various uses.

#### **2.5.3.4 Health**

There are 59 dispensaries and 10 health centers. Health canterers owned by Government are 8 and two are privately owned. With regard to dispensaries 56 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 27 dispensaries, three health centers and one District Hospital Constructed at Mtowisa. It is expected that by 2025, 77% of villages will be accessible to dispensaries and 40% of Wards will be accessible to Health centers

In terms of diseases, malaria is one of the leading causes of morbidity and mortality 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 (MMR) is 37/100,000 and the causes of MMR include PPH and infection obstructed labour. Under five mortality rate (UFMR) is 1/1000 and the possible causes for this high under five mortality rates are malaria followed by pneumonia and prenatal conditions and diarrhea.

The prevalence of HIV is 4.4% which is above the national figure of 4.0%. The main causes of this HIV/AIDS prevalence rate include unsafe sex due to ignorance and poor economic status. Proper case management and education campaigns need to be intensified.

However the health services provision is faced with several limitations which prevent realization of planned objectives. These challenges 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 improve delivery of health related services.

### **2.3.5 HIV/AIDS Epidemic**

HIV/AIDS epidemic 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 NMSE; Global Fund, WRP, CSOs and the community. These undertake 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 and 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.



### 2.5.3.6 Agriculture

It is estimated that, SDC 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 217,845.48Ha, equals to 68.28% of the land suitable for agricultural production. This means that, uncultivated land is about 101,194.32 Ha, which is about 31.72% of the land suitable for agriculture. There are about 68,580 household engaging in agriculture in the two zones which is equalent to 90% 76,200 of total household.

Crop production is done in the two agro-ecological zones namely, the Ufipa plateau and Lake Rukwa basin. Major crops grown are maize, paddy, sorghum, beans, sunflower, finger millet, groundnuts, simsim, sugarcane and variety of fruit and vegetables. Root crops grown are 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 coconuts. Currently common crops grown in the zone are maize, paddy, finger millet and variety of fruit trees, nowadays cashewnut and palm oil has been introduced . Soil fertility in all two agro-ecological zones and the land tenure system is customary land ownership known as RUTALA. Also there about **19,826 Ha.** are suitable for irrigation farming although only 4,280 Ha are utilized.

### 2.5.7.7 Livestock

About 8,386 Km<sup>2</sup> (838,600a) of land is potential for Livestock which about 68% of the total of available land area. The Lake Rukwa basin is famous for livestock production whereby 85% of livestock are found.

According to 2015 livestock census, there are 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 8 litres/day/cow for improved breeds and 2 litres/day/cow, for indigenous breeds. The common diseases affecting livestock 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.

### **2.5.3.8 Natural Resources (Forestry, Wildlife & Tourism and Fisheries)**

#### **i) Forestry**

Forest resources are important in climate amelioration, contribution to individual and national income, protection and sustaining water sources and beautifying the environment in general. There are about 69,320 ha of forest reserves and plantations of which 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% population uses 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 is increasing every year. Deforestation is addressed through different strategies and approaches, for instance, reforestation programme and involvement of public institutions such as schools in raising tree seedling for planting in the area. Total of 7,910,313 trees have been planted for the past five years. 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.

#### **ii) Fisheries**

SDC 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. It is mainly undertaken in Lake Rukwa. The basic problems facing the fishing industry 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.

#### **iii) Tourism**

The existing potential areas for tourism are natural forests reserves, Lyamba lyamfipa escarpment with thick forest and several rivers, Uwanda game reserve along the lake Rukwa with several birds, Hippos and elephants; and Lake Rukwa with many crocodiles which borders- 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.

#### **iv) Mineral Resources**

The large quantity of coal deposit that is estimated to be 20 Million tons is found. 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.

#### **v) Bee-keeping**

Bee-keeping is an ancient tradition practiced by beekeepers and it is practiced mainly to increase household income. In large part, this activity is seasonally conducted especially in areas of Lake Rukwa basin and Ufipa Plateau in May to September every year.

Production of honey and wax is still in low and basically is 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 2015. Production of honey and bees wax has been increasing over years. In the year 2015 the production was about 1 991 kilograms of honey and 89 of bees wax; while in year 2019 production of honey reached 2,860 kilogram.

Knowledge and skills to beekeepers on to beekeepers on appropriate modern beekeeping practices have been provided in order to improve the quantity and quality of honey and bees products production. This will improve production and productivity and hence improvement income at family level and to a council. However, the people involved in beekeeping subsectors are facing inadequacy in terms of finance and appropriate facilities. Bushfires, environmental and forests degradation due to population increase are also other challenges facing development of this important economic sector

#### **2.5.3.9 Cooperative**

Co-operative Sector is among of the important agriculture sub sectors for development. The Council through Cooperative department has and will continue to promote to great extent the participation of members in the economic development process. 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 1,114 (as at 30 June 2019) 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 and provide advice on how to run the cooperative societies. Other roles include capacity building of members, board members and the whole management of the Cooperative societies and collects proper information related to marketing. For the coming five years, it is expected there will be 40 cooperative institutions fully registered owning more than 500,000,000/- paid up shares and savings as collateral for

loan facility of 3,000,000,000/-. However, 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 for day to day operations.

#### **2.5.3.10 Trade**

The major role of SDC through Trade Section include 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 2019 -2020 trading activities have grown particularly on agricultural produce due to favorable condition in climate and construction of tarmac road from-Sumbawanga - Tunduma-Mbeya.

Agricultural produce; mainly maize and paddy/rice are sold to business men/women from within and outside the country as well as the National Food Reserve Agency (NFRA). Industrial products such as clothes, sugar, domestic appliances and spare parts are brought from other parts of the Country.

However the sector is faced with inadequate number of qualified personnel, transport and financial resources.

#### **2.5.3.11. Primary Education**

Primary education sector is faced with the problem of inadequate facilities such as lack of permanent classrooms, teacher's houses, desks and teaching and learning materials. As such, enhancing conducive learning environment will foster pupils' performance.

#### **2.5.3.12 Secondary Education**

There are about 23 secondary schools of which 17 are public and 6 are privately owned. However majority of secondary schools are suffering the following problems; inadequate number of science teaching staff, teaching and learning infrastructures and facilities. Some efforts have been done to address the problem, yet a lot remains to be done. The SDC Strategic Plan (2021/22 - 2025/2026) shall largely mobilizing adequate resources to achieve the desired objectives.

### **2.5.3.13 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 Act and Memorandum. Apart from preparation and timely issuing of various financial reports, preparation of monthly, quarterly and final reports and submission to different users including the Ministries of Finance and Planning/PORALG, it has managed to establish and use of EPICOR System for financial management.

Despite the above mentioned achievements the following are some of the challenges facing the finance department;

- Inadequacy of transport and working facilities such as computers, and inadequate of office spaces for office operations,
- Inadequate Computer technical knowhow to some of Staff
- Weak revenue collection management at lower level

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 that are sustainable and strengthening internal control system and improve working conditions to staff.

### **2.5.3.14 Governance, organization and Management**

Effective and efficient governance system is necessary for SDC to execute its core functions like 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 council operations.

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 can enable effective and efficiency implementation of activities and hence

realization of the set objectives and vision. 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.

#### **2.5.3.15 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.

#### **2.5.3.16 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 two staffs.

#### **2.5.3.16 Arts 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 has been 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

#### **2.5.3.17 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.

### **2.5.3.18 Election Unit**

Administratively, Sumbawanga District Council has 27 Wards, 114 villages and 494 Villages; Election Unit 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, it provides training on good governance to all leaders elected through local government election and general election.

### **2.5.3.19 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. The 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 inadequate ICT infrastructure and software that need to be addressed during the next five years.

### **2.5.3.20 Environment and sanitation Department.**

Environment and Sanitation Department is one of the councils departments, established in 2010, and has two sections one deal with Solid Wastes Management and another deal with Environment management. The department has managed to emphasize the establishment of improved pit latrines, use hand washing facilities, construction of pit latrines, and general environments cleaning in all 27 Wards of the District.

Through Sanitation and Hygiene campaign achievements have been significantly marked, as since 2015 there have been very minor cases of Chorela 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.

### Summary of Strengths, Weaknesses, Opportunities and Challenges.

#### Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Committed Council employees</li> <li>• The organization structure is well defined with good chain of command</li> <li>• There are laid down standard procedures and regulations</li> <li>• Established council functional committees</li> <li>• Fair distribution of human resources within the Council (eg School Teachers and Health Staffs.</li> <li>• Presence of elaborated planning procedures</li> <li>• Existence of defined organizational structure with functions and responsibilities.</li> <li>• Availability of qualified staff.</li> <li>• Availability of working equipment / facilities.</li> <li>• Existence of networked infrastructure to enhance service delivery.</li> <li>• Availability of Land use plans</li> <li>• Presence of committed leaders (Government and Politicians)</li> <li>• Authority to make by-laws, to collect revenues and own properties etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate procedures and regulations</li> <li>• Inappropriate feedback system</li> <li>• Shortage of staff</li> <li>• Limited sources of revenues</li> <li>• Dilapidated and Inadequate office buildings/infrastructures, transport facilities and working equipment/Facilities.</li> <li>• Insufficient funds for training programs for farmers and staff.</li> <li>• Poor data management and weak data base in most of the departments.</li> <li>• Inadequate number of qualified staff.</li> <li>• Low enforcement of by laws, regulations and procedures.</li> <li>• Inadequate financial resources to operationalize the Council Missions.</li> </ul>

#### Opportunities and Challenges



Key Opportunities	Key challenges:
<ul style="list-style-type: none"> <li>• Abundant natural resources (fertile land, valleys, forest and game reserves and reliable rainfall).</li> <li>• Favorable weather condition.</li> <li>• Presence of development partners (NGOs/CBOs)</li> <li>• Political stability, willingness &amp; support</li> <li>• Presence of decentralized system supported by Constitution, LGA Act and National Development Frameworks.</li> <li>• Presence of International Development Frameworks such as SDGs.</li> <li>• Presence of sectoral policies, strategies and programmes.</li> <li>• Presence of peace and order</li> <li>• Accessibility to other sources of funds (Eg.Govt. Grants, Donors, community &amp; Financial Institutions).</li> <li>• Presence of streamlined employment procedures from public service</li> <li>• Presence of development partners willing to support development projects.</li> <li>• Good internal and external market for agricultural and livestock products.</li> <li>• Adequate representation at decision making level through Councilors</li> <li>• Positive support from the Central Government.</li> <li>• Availability of abundant diversified natural resources endowments.</li> <li>• Existence of national programs, policies, directives and guidelines relevant to SDC activities.</li> <li>• Existence of organized and active primary cooperatives, SACCOS, NGOs, farmers groups and small scale entrepreneurs.</li> <li>• Availability of fertile land to support Agricultural activities.</li> <li>• Presence of conducive environment to support agriculture, livestock and human settlement.</li> <li>• Existence of potential internal and external development partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental degradation/pollution.</li> <li>• Rapid population increase</li> <li>• Interference in execution of powers</li> <li>• Lack of reliable market for agricultural produce.</li> <li>• Inadequate resources (limited budget) for implementation of development interventions.</li> <li>• Low value addition for agricultural produce due to inadequate agricultural processing industries</li> <li>• Land use conflict.</li> <li>• High illiteracy among the population.</li> <li>• Existence of both income and non income poverty.</li> <li>• Untimely release of funds from the central government and other development partners.</li> <li>• Inadequate involvement of community on various development activities in the council.</li> <li>• Unreliable rainfall. <ul style="list-style-type: none"> <li>▪ Change of mind set on traditional and cultural practices</li> </ul> </li> </ul>

## 2.6 Critical Issues

The information on performance review for SP 2016/17-2020/21, situation analysis, stakeholders analysis as well as institutional analysis of strengths, weakness, opportunities and threats has provided issues that need to be addressed in the medium term plan. These are as follows:

### 2.6.1 Education Sector

- Improvement of Teaching and learning environment( existence of necessary education infrastructures and proper teaching and learning materials)
- Existence of enough and trained teachers at all level of education
- Addressing orphanage problem
- Professional development (In-service training, seminars and short courses for teachers)
- Specific attention to title deeds for education Institutions
- Ensure availability of adequate funds/honoraria for adult educators
- Promotion of adult education

### 2.6.2 Livestock and Fisheries

- Improve genetic potential of livestock through the use of improved bulls, cocks and artificial insemination.
- Improve extension services which leads to improved knowledge and skills
- Improve livestock, livestock products and fish marketing facilities
- Control / Combat livestock pests and diseases
- Improve availability of pasture, feeds and water for livestock
- Train and advice livestock keepers on the use of improved livestock practices-(Improve knowledge and skills to livestock keepers on livestock husbandry).
- Promote the use of improved fishing gears
- Improve marketing and storage facilities
- Train fishermen on improved fishing practice
- Improvement of Fish landing facilities

### 2.6.3 Agriculture, Irrigation and Co-operatives

- Establishment of irrigation schemes and other water harvesting technologies
- Promote the use of improved seeds
- Crops diversification
- Improve extension services which leads to improved knowledge and skills to farmers
- Improve market facilities

- Control crop pests and diseases / disease outbreak
- Train and advice farmers on the use of improved crop practices
- Improve soil fertility
- Train community on cooperatives

#### **2.6.4 Bee-keeping**

- Capacity development on beekeeping activities
- Ensure enough staff are available
- To change mind set of the community / Culture to undertake beekeeping as economic enterprise
- Facilitate beekeepers with improved beehives and honey harvesting equipment

#### **2.6.5 Forests**

- Promote sustainable utilization of forest products
- Improve knowledge and skills on environment conservation measures

#### **2.6.6 Finance and Trade**

- Increase collection of revenue and management
- Control of revenue collection
- Formulation of revenue sources that are sustainable
- Promotion of local economic development
- Improvement and organization of data and other information required for economic decision making
- Continue with scouting priority areas for economic development.
- Establishment of new markets and improvement of existing markets.
- Education provision among the traders on matters related to rules and regulation governing trade activities in the country

#### **2.6.7 Auditing**

- Strengthen internal audit
- Management of Risk/Fraud at council level.

#### **2.6.8 Administration and Human Resources**

- Need for improvement of good governance
- To maintain law and order at each level
- Lack of enough qualified staff in some of the qualification

### **2.6.9 Urban Planning**

- Land management for various development needs. However the exercise requires a lot of money.
- Community awareness on Land Act.
- Squatter upgrading for unplanned areas as well as prevent unplanned settlement

### **2.6.10 Health**

- Reduction of Maternal and Mortality Rate
- Improvement of health infrastructures and facilities
- Improvement of public Health delivery services
- Reduce prevalence rate of HIV/ AIDS
- Availability of Ambulance for emergency services at the Health Facilities
- Combat Malaria which is still leading causes of morbidity and Mortality
- Strengthen Health referral system at Council level

### **2.6.11 Environment and Sanitation**

- Improvement of solid waste management infrastructures and facilities
- Community awareness and involvement on environmental sanitation issues.
- Improve budgetary allocation for environmental sanitation issues
- Capacity development to Environmental Health Officers in refuse charges collection
- Improve environmental sanitation in all levels
- Increase capacity of waste charges collection at households level and for businesses
- Improve monthly sanitation campaigns at all levels

## **CHAPTER THREE**

### **VISION, MISSION, OBJECTIVES, KEY TARGETS AND STRATEGIES**

#### **3.1 Introduction**

This chapter provides the context and the operational framework within which the SDC Strategic Plan (2021/22 – 2025/2026) 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 (2021/22 – 2025/2026).

## 3.2 Vision and Mission Statements

### 3.2.1 Vision Statement

The vision statement of SDC states: “Improved SDC community Wellbeing with access to *quality social and economic services* “

### 3.2.2 Mission Statements.

*The mission of Sumbawanga District Council is to involve the community and other stakeholders in planning and implementation of socio-economic development activities within values of good governance.*

### SDC Values

The operationalization 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.*

- 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

### 3.2.3 Objectives

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

- **Objective A:** Service improved and HIV/ AIDS reduced
- **Objective B:** Enhance, Sustain and effective implementation of the National Anti-Corruption Strategy
- **Objective C:** Access to quality and equitable social services delivery improved
- **Objective D:** Quality and Quantity of social –economic infrastructures increased
- **Objective E:** Good governance and Administrative services enhanced
- **Objective F:** Social welfare, gender and community empowerment improved
- **Objective G:** Management of natural resources and environment enhanced and sustained
- **Objective H:** Local economic development coordination enhanced
- **Objective I:** Emergency and Disaster Management Improved
- **Object Y:** Mult-Sectoral Nutrition Services Improved

Due to the nature of the Institution (SDC) the Objectives are institutional, while targets are developed in respect of department critical focus on implementing the SP. The following section indicate the Objectives (across all department/sections), targets and strategies for achieving SDC vision.

#### **OBJECTIVE A: IMPROVE SERVICES AND REDUCE HIV/AIDS INFECTIONS**

##### **i) Community Development Department**

##### **Key targets**

- HIV/ AIDS Infections reduced from 4.6 to 3.5 by year 2025/26
- Reduce stigma 50% to 10 % by year 2025/26
- Young people empowered with knowledge and skills to dialogue to protect them against HIV- infection by year 2025/26

## Strategies

- Sensitize parents and guardians to discuss with their children about sexuality and reproductive health issues
- Enhance community based HIV/AIDS prevention interventions

### ii) Health Department

## Key Targets:

- New HIV infections & other sexually transmitted diseases reduced from 4.4% to 4% by year 2025/26.
- District and Community HIV/AIDS response and advocacy strengthened from 10 groups to 50 drama groups by year 2025/26.
- Risk of HIV infections among the most vulnerable groups reduced in 30 villages by year 2025/26.
- Social support for PLHIVs, OVC, disabled and widows to 27 wards facilitated by year 2025/26.
- Income generating activities of 5 CSWS and 5 of women working in recreational centers supported by year 2025/26.
- Council HIV/AIDS comprehensive plan implemented by year 2025/26.
- Departments implementing Workplace HIV/AIDS programme increased from 3 in 2021 to 16 departments by June 2026.
- HIV counseling and testing services expanded in 27 wards by June 2026.
- School based gender sensitivity sexual reproductive health and HIV/AIDS education strengthened in 30 primary schools and 17 secondary schools by June 2026.

## 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
- Establish community participatory planning, implementation and monitoring of community based MNCH interventions
- Improve access to voluntary HIV counseling and testing
- Raise community awareness on TB and other diseases

### iii) Secondary Education Department

#### Key Targets:

- HIV/ AIDS and Family Planning Education to teachers and Students ensured from 55% to 90% by the year 2025/26

#### Strategies:

- Involve stakeholders on health education to reduce HIV/ AIDS infections

### iv) Livestock and fisheries Department

#### Key Targets:

- The number of groups of PLHIV/ AIDS in livestock and fishery productive activities supported from 4 groups to 6 by the year 2025/26

#### Strategies:

- Educating PLHIV/ AIDS on engagement on livestock and fish keeping for their livelihood
- Sensitization and awareness to the community



## **v) Human Resource and Administration**

### **Key targets**

- The local community sensitized about HIV/AIDS from 65% to 100% by 2025/26
- Livelihood of 5 employees living with HIV/AIDS ensured by 2025/26

### **Strategies**

- Continue making HIV/AIDS a standing agenda in Village assemblies
- Provide monthly subsistence allowance to 5 employees living with HIV/AIDS
- Provide education about prevention and control of HIV/AIDS to newly employed Public Servants during orientation course

## **vi) Administration and Human Resource**

### **Key Targets:**

- To facilitate support for employees living with HIV/AIDS by 2025/2026

### **Strategies:**

- Provide education over HIV/AIDS to employees at work place
- Provide relief assistance to employees living with HIV/AIDS

## **OBJECTIVE B: ENHANCE, SUSTAIN AND EFFECTIVE IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY**

### **i) Human resources and Administration**

#### **Key Targets**

- To facilitate anti-corruption training at work place by 2025/2026

#### **Strategies**

- Equip employees at work place with anti - corruption training

## **OBJECTIVE C: ACCESS TO QUALITY AND EQUITABLE SOCIAL SERVICES DELIVERY IMPROVED**

### **i) Health Department**

#### **Key Targets**

- Maternal Mortality Rate reduced from 37/100,000 to 27/100,000 by the year 2025/26.

- Immunization coverage to women of child bearing increased from 98% to 99% by year 2025/26.
- Family planning acceptance rate increased from 45% to 65% by year 2025/26.
- Mortality due to malaria among children under five years reduced from 4.8% to 4% by year 2025/26.
- New TB cases reduced from 240 to 105 by the year 2025/26.
- To reduce Disease epidemic infection rate reduced from 1.0% to 0.5% by the year 2025/226.
- Population accessible to water supply increased from 45% to 60% by 2025/26.
- Institutions accessible to acceptable latrines increased from 60% to 90% by the year 2025/26.
- Waste management at health facilities increased from 50% to 80% by the year 2025/26.
- All health facilities are equipped with adequate and essential medical equipment, pharmaceuticals and diagnostic supplies from 60% to 100% by 2025/26.
- Household membership to the community health fund (CHF) increased from 30% to 60% by the year 2025/26.
- Dental health services in health facilities expanded from 20% to 50% by year 2025/26.
- To reduce mental illnesses from 6% patients per year to 3% by 2025/26.
- Health human resource gap reduced from 42 % to 28% by 2025/26.

## 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 equipments, 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 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

## ii) Primary Education

### Key Targets

- School buildings increased from 711 to 1057 by the year 2025/26
- Pit latrine holes increased from 1195 to 2013 by year 2025/26
- Number of Desks increased from the from 27,456 to 30215 by year 2025/26
- Primary school shelves increased from 208 to 312 by the year 2025/26
- Primary schools books ratio to pupils reduced from a share of 1:3 to 1:1 by the year 2025/26
- Primary schools cupboard increased from 208 to 400 by year 2025/26
- Primary school tables increased from 917 up to 1802 by year 2025/26
- Qualified teachers increased from 1236 to 2206 by the year 2025/26.
- Performances for standard seven pupil's rate raised from 73.2% to 85% by the year 2025/26
- Teachers' resource centres increased from 2 to 4 by the year 2025/26.
- Literacy rate in the Council increased from 52% to 75% by the year 2025/26
- AE/NFE -MIS expanded from 5 wards to 27 wards by 2025/26.

- Library services improved in 5 wards in 2019 to 27 by 2025/26
- Polytechnic centers improved from 0% to 50% by the year 2025/26
- Department's performance efficiency increased from 50% to 95% by the year 2025/26

## 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.

### iii) Secondary Education Department

#### Key Targets:

- Secondary School Education services increased from 60% to 90% by the year 2025/2026.
- Enrollment Rate of Form One students in secondary schools increased from 98% to 100% by the year 2025/2026.
- School Class rooms increased from 215 to 300 by the year 2025/2026
- Number of teachers house increased from 114 to 210 by the year 2025/2026
- Pit latrine holes increased from 250 to 310 by the year 2025/2026
- Number of hostels increased to 27 to 48 by the year 2025/2026
- Number of Laboratories increased to 16 in 2020/2021 to 51 by the year 2025/2026
- Secondary School Furniture increased from 7,473 to 11,273 by the year 2025/2026

- Pass Rate in National exams in action increased from 93% to 100% for Form II and from 86% to 90% for Form IV and form VI to 100% by the year 2025/2026
- Qualified teachers increased from 295 to 320 by the year 2025/2026
- Teacher's resource centres increased from 2 to 4 by the year 2025/2026
- Conducive Working Environment ensured to staffs in secondary schools from 60% to 98% by the year 2025/2026
- Department's performance efficiency increased from 65% to 98% by the year 2025/2026

#### **Strategies:**

- Ensure provision of quality education
- Ensure adequate classrooms to meet the required students classroom ratio
- Ensure adequate desks for student's
- 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 four teachers' resource Centre
- Ensure and recruit adequate number of qualified teachers
- Solicit adequate funds from both internal and external sources

#### **iv) Environment and Solid waste Management**

##### **Key Targets**

- Number of households with improved toilet and hand washing facilities increased from 18,508 households from 2000 to 45,000 households by the year 2025/26.
- Management of Solid Wastes improved from 27 % to 80% by 2025/26.
- The number of people involved in sanitation activities, environment management and conservation increased from 31% to 83% by 2025/26.

##### **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.

#### iv) Planning Department

##### Key Targets

- Monitoring and evaluation of development projects strengthened from 60% to 95% by year 2025/26
- Database unit for enhancing planning, monitoring and evaluation at council level established and strengthened from 60% to 90 by year 2025/2026
- Stakeholders participation in development planning process strengthened from 60% to 98% by the year 2025/26
- Local Economic Development Promoted from 50% to 75% by year 2025/26
- Community development initiatives at lower level supported from 50% to 80% by year 2025/26

##### 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
- Provide technical assistance to community on their development projects
- Explore for possible funding sources to fund development projects

#### v) Finance Department

##### Key Targets

- Annual own source revenue collection increased from 93% to 100% by year 2025/26
- Internal Control on Council Fund increased from 65% to 90% by year 2025/26
- Strengthened Computerized accounting package (Epic or) from 50% to 100% by year 2025/26
- The effective use of financial resources in the council strengthened from 65% to 90% by the year 2025/26.

### **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

### **vi) Trade Section**

#### **Key targets**

- Small scale industries increased from 135 to 450 by the year 2025/26
- The number of markets increased from 11 to 27 by the year 2025/26
- Traders in formal sector increased from 800 to 1500 by the year 2025/26
- Provision of license increased from 801 to 1500 by the year 2025/26
- Diversification of businesses increased from 46 to 55 by the year 2025/16
- Trade activities in the council improved from 40% to 100% by the year 2025/26.

#### **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.

## **OBJECTIVE D: QUALITY AND QUANTITY OF SOCIAL -ECONOMIC SERVICES AND INFRASTRUCTURES IMPROVED**

### **i) Land and natural Resources**

#### **▪ Town Planning (Land)**

#### **Key targets**

- Number of surveyed plots increased from 500 to 1,940 by the year 2025/26
- Land registries established from 0 village to 50 by the year 2025/26
- Planned urban areas Increased from 2 to 5 by the year 2025/26
- Revenue collection in land rents Increased from Tsh. 3 M to Tsh. 10. M by year 2025/26
- Proper Village land use plans established from 14 Villages to 25 villages by the year 2025/26
- Settlement planning in urban oriented canters enhanced from 15% to 75% by year 2025/26.

#### **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

### **ii) Livestock and Fisheries Department**

#### **Key targets:**

- Livestock diseases incidences reduced from 50% to 75% by year 2025/26
- Quality and extension livestock services improved 50% to 75% in year 2025/26.
- Indigenous ufipa cattle breed improved from 45% 80% by the year 2025/26
- Quality and quantity of hide and skin production increased from 25% to 75% by 2025/26.
- Land use disputes between farmers and livestock keepers to all villages decreased from 60% in to 30% by 2025/26.



- Fish production, fishing and fish marketing intervention improved from 45% in 2019 to 70% by year 2025/26.
- Appropriate use of fishing practices and enforcement of Fisheries Act 2003 increased from 50% to 65% by year 2025/26.
- Livestock priority disease incidences controlled by 75% by year 2025/26
- The number and quality of livestock infrastructure improved from 50% to 75% by 2025/2026
- Fish ponds and fishery infrastructure improved from 200 to 270 by 2025/2026.

### **Strategies**

- To ensure enough vaccine and drugs for livestock disease control
  - Increase the number of Livestock Field extension officers
  - 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
  - Sensitize community on appropriate fishing practices.
  - Facilitate community to access appropriate fishing facilities.
  - Facilitate the construction of livestock service infrastructures
  - Facilitate the construction of fishery infrastructures

### **iii) Internal Audit unit.**

#### **Key targets**

- Internal control system strengthened from 80% to 100% by year 2025/26.
- Improved preparation of annual audit plans from 75% to 98% by year 2025/26.

#### **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 statutes 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.

#### iv) Beekeeping

##### Key Targets

- Quality of beekeeping products improved from 30% to 60% by the year 2025/26.
- Quantity of honey production Increased from 2 800 kgs to 10 000 kgs by 2025/26.
- Number of people in beekeeping value chain increased from 560 to 5,000 by 2025/26.
- Number of modern bee hives increased from 614 to 1800 by year 2025/26.
- Council income from beekeeping activities increased from zero shilling to 5,000,000 by 2025/26

##### 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 stakeholders in improving beekeeping activities..

## v) Agricultural, Irrigation and co-operative Department

### Key targets:

- Access to agricultural technology and innovation improved from 40% to 75% by year 2025/26.
- Number of cooperative society increased from 29 to 40 by the year 2025/26
- Market services promoted from 25% to 75% by the year 2025/26.
- Income capabilities of cooperative societies increased from Tshs. 66,167,130/- to 5,000,000,000/- by year 2025/26
- Agricultural storage facilities improved from 14 to 24 by the year 2025/26.
- Agricultural implements and Machines increased from 500 units to 800 by 2025/26.
- Access Irrigation infrastructure improved from 6 structures to 12 structures by 2025/26.

### Strategies

- Increase the number of agriculture extension workers in the rural areas,
- To ensure the availability of motor cycles,
- 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,
- Conduct training on production and marketing of agriculture products,
- To ensure all requirements for staffs are available.
- 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.

#### **vi) Procurement and Supply Unit**

##### **Key Targets**

- Council contract and Document are well prepared and organized from 60% to 100% by year 2025/26.
- Tendering Documents and advertisements of tender opportunities are well prepared announced by year 2025/26.
- Ensuring a list of register of all Contracts awarded is well maintained by year 2025/26.
- Procurement and disposal by tender procedure are well organized by year 2025/26

##### **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.

#### **vii) Administration and Human Resources**

##### **Key Targets:**

- To improve council infrastructures by 2025/2026

##### **Strategies:**

- Improve council infrastructures

## viii) Culture and Sports

### Key Targets

- Cultural and artisan groups increased from the current 27 to 70 by year 2025/26.
- Increased sports club from the current 5 to 27 by the year 2025/26.
- Increased playing fields from 102 to 169 by the year 2025/26.

### 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.

## OBJECTIVE E: GOOD GOVERNANCE AND ADMINISTRATIVE SERVICES ENHANCED

### i) Environmental and Sanitation

#### Key targets:

- Working environment improved from 25% to 75% by year 2025/26.
- Efficiency working of Village Environmental Committees improved from 16 villages to 65 by 2025/26.

#### Strategies

- Availability of working facilities
- Improvement of office environment

### ii) Livestock Department

#### Key targets

- Conducive working environment to staff ensured from 40% to 70% by 2025/26.

#### Strategies

- To ensure the availability of all office facilities
- To train staff to perform their duties.

### iii) Natural resources

#### Key Targets

- Conducive working environment improved from 60% to 90% by year 2025/2026

#### Strategies

- Involve stakeholders in the process of planning, implementation, monitoring and evaluation of development interventions.
- Promote community initiatives in establishing and managing development interventions.
- Provide training on data collection and record keeping for head of department and sections
- Ensure availability of working facilities and statutory benefits for staff

### iv) Finance Department

#### Key Targets:

- Performance of the finance department improved from an average of 80% to 90% by the year 2025/26.

#### Strategies

- improve capacities of staff in managing their functions
- Availability of working facilities

### v) Trade Section:

#### Key Targets:

- Improved working efficiency from 50% to 100% by the year 2025/2026

#### 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
- Improve working resources including transport.

## **vi) Natural Resources (Land)**

### **Key targets:**

- Conducive working environment of 9 staff ensured from 50% to 85% by year 2025/26.

### **Strategies:**

- Ensure availability of working facilities
- Improve office

## **vii) Information Communication and Technology (ICT).**

### **Key Targets**

- The use of ICT for equitable and sustainable socio-economic and cultural development of Sumbawanga increased from 35% to 78% by the year 2025/26.
- The level of awareness on the role and potential of ICT increased from 35% to 78% by the year 2025/26.
- Access and availability of information at SDC to the society improved from 30% to 60% by year 2025/26

### **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 , magazine and website for providing information to the society

## **viii) Election Unit**

### **Key Targets**

- Village and Sub villages with vacant posts and problems related with election are solved by year 2025/26
- Good governance skills to elected leaders are imparted by year 2025/26

### **Strategies**

- 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.

#### ix) Election Unit

##### Key Targets

- Village and Sub villages with vacant posts and problems related with election are solved by 50% by year 2025/26
- Good governance skills and HIV AIDS to all 27 Wards, 114 Villages and 494 sub village leaders elected during general election and local government election enhanced by year 2025/2026

##### Strategies

- Ensure all wards, villages and sub villages with vacant posts are filled.
- 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.

#### x) Agriculture

##### Key Targets

- Working environment of agriculture extension workers improved from 40% to 70% in 2025/26.
- Misappropriation in cooperative societies reduced from 80% to 25% by year 2025/26

##### Strategies

- To ensure availability of extension staff houses.
- To equip extension staffs with the necessary tools and facilities in order to simplify their work.



- To ensure the well being all staff is improved

#### **xi) Legal**

##### **Key Targets:**

- Land disputes and conflicts reduced from 50 to 10 by year 2025/26
- Complains among the Community and public servants reduced from 4.6% to 3.5% by year 2025/26

##### **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.

#### **xii) Secondary Education Department**

##### **Key targets:**

- Department's performance efficiency increased from 65% to 98% by the year 2025/2026
- Qualified teachers increased from 295 in 2020/2021 to 320 by the year 2025/2026
- Conducive Working Environment ensured to staffs in secondary schools from 60% to 98% by the year 2025/2026

##### **Targets;**

- In-service training to staff at higher and lower level
- Availability of working facilities

#### **xiii) Human Resource and Administration**

##### **Key Targets:**

- Timely Provision of services to clients by year 2025/26
- Transparency and accountability increased from 65 percent to 100 by year 2025/2026

##### **Strategies:**

- Update and make full use of Clients' Service Charter (CSC)
- Facilitating skills development for councilors and staffs
- Conducting accordingly Statutory meetings at both Higher and Lower levels of the Council
- Installing and making use of suggestion boxes to all 27 ward and 114 village offices

#### **ivx) Planning**

##### **Key Targets**

- Working Environment of Planning department Staff improved from an average of 60% to 90% by year 2025/2026
- Working environment of Lower level leaders in execution and supervising development projects improved from 55% to 95% by year 2025/26.

##### *Strategies*

- Orientation and skill development on rollout systems in council operations
- Motivation of staff
- Availability of office and working facilities

#### **xv) Administration and Human Resource**

##### **Key Targets:**

- To hold Statutory Council Meetings at both higher and lower levels from 65% to 100% by 2025/2026
- To improve accountability, efficiency and transparency from 65% to 100% by 2025/2026
- To increase working facilities from 60% to 100% by 2025/2026
- Improve skills among councilors from 62% to 100% by 2025/2026
- To improve provision of 20% to villages by 2025/ 2026

### **Strategies:**

- Coordinating statutory meetings at both higher and lower levels of the Council
- Improving accountability, efficiency and transparency
- Improving working environments
- Improving skills among councilors
- Continue providing 20% to villages

## **OBJECTIVE F: SOCIAL WELFARE, GENDER AND COMMUNITY EMPOWERMENT IMPROVED**

### **i) Community development**

#### **Key Targets**

- i) The number of women, youth and Disabled groups provided with loans raised from - 50% to 75% by year 2025/26
- ii) Gender inequalities reduced from 50% to 25% by year 2025/26
- iii) Community awareness on development participation increased from 45% to 65% by year 2025/26
- iv) Capacity of communities to develop local responses to the challenges of their own development increased from 30% to 60% by year 2025/26

#### **Strategies**

- Build capacity on the strength, creativity and determination of communities to find out their own solution to problems within the communities
- Enhance community capacity on how to initiate and strong economic groups
- Sensitize community to contribute full in their development projects

## **OBJECTIVE G: MANAGEMENT OF NATURAL RESOURCES AND ENVIRONMENT ENHANCED AND SUSTAINED**

### **i) Livestock and Fisheries Department**

#### **Key Targets**

- Appropriate fishing facilities enhanced from 46% to 70% by year 2025/26

### **Strategies.**

- Sensitize community on appropriate fishing practices
- Involve the community in environmental conservation particularly in focusing on fishing techniques/ methods
- To involve private sector in provision of proper fishing gears

### **ii) Land and Natural Resources**

#### **Key Targets**

- Land and environmental management practices improved from 40% to 75% by the year 2025/26.
- Number of tree planted Increased annually from 1,000,000 to 1,500,000 by the year 2025/26.
- Areas of community forest reserves extended from 56 to 80 hectares by year 2025/26.
- Bush fire incidences reduced from 65% to 25% by year 2025.
- Revenue from natural resource products raised from 20,000,000 to 50,000,000 by year 2025/26.
- Wildlife management practices enhanced from 50% to 80% by year 2025/26.
- Developed tourist attraction publicized from 4 to 10 by 2025/26.
- Working environment improved from 50% to 100% by year 2025/26.

#### **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 centers
- Facilitate appropriate management of wildlife
- Provide improved working tools for staff to promote efficiency and motivation.

### **iii) Agriculture**

#### **Key targets:**

- Agro-forestry and environmental conservation management practices enhanced from 40% to 70% by the year 2025/26.

## Strategies

- To conduct Village Land Use Planning and Management programme.

## OBJECTIVE I: EMERGENCY AND DISASTER MANAGEMENT IMPROVED

### i) Community Development Department

#### Targets;

- Improved houses to be increased from 405 to 80% by year 2025/26
- Awareness to community on Risk preventions improved from 30% to 70% by year 2025/26
- Risk areas identified from 60% to 80% by year 2025/26

### ii) Secondary Education

- Relief and emergence services of natural disaster improved from 50% to 80% by 2025/2026

#### Strategies

- Ensure emergency and disaster management

### iii) Agriculture, irrigation and cooperative

- Agro-forestry and environmental conservation management practices enhanced from 40% to 70% by the year 2025/26.

#### Strategies

- Encourage agricultural practice that promote environmental conservation

## OBJECTIVE Y: MULTI SECTORAL NUTRITIONAL SERVICES IMPROVED

### i) Livestock and fisheries Department

#### Key targets:

- Fish ponds infrastructure improved from 141 to 250 by year 2025/26.
- Fish production, fishing and fish marketing intervention improved from 45% to 70% by year 2025/26.

#### Strategies

- Create awareness to community to involve in fish farming
- To involve stakeholders to invest in fish farming in potential areas

## ii) Agriculture:

### Key Targets:

- Cereal production raised from 2 tonnes per hector per household to 4 tonnes per hector per household by year 2025/26

### Strategies;

- Establish farmers fields schools at every village

## iii) Secondary Education

### Key Target

- Increased availability of nutrition commodities in Secondary School facilities from 56% to 70% by year 2025/2026

### Strategy

- Ensure availability of nutrition commodities

## iv) Agriculture, Irrigation and Cooperative

### Targets:

- Cereal production raised from 2 tonnes per hector per household to 4 tonnes per hector per household by year 2025/26

## CHAPTER FOUR

### IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK OF THE PLAN.

#### 4.1 Implementation Framework

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 ((2020/21 - 2025/26). 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 and Evaluation

Monitoring and evaluation is an important component of SP implementation arrangements. This section proposes a Monitoring and Evaluation (M&E) framework which will measure progress towards the achievement of objectives. It will monitor the resources invested, the activities implemented, services delivered as well as evaluate outcomes achieved.

A well-built monitoring framework is instrumental in assessing the implementation of SP, consistent with agreed policies, goals and targets. M&E help stakeholders' participation at all levels in implementation of the plan to ensure its success.

#### 4.2.1 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/No.	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.



#### 4.2.2 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 (2020/21- 2025/2026) 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

#### 4.2.3 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.

## Assumptions and Risks

### Assumptions

For the objectives of this strategic plan ((2021/22 - 2025/2026) 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 implementing the strategic plan
- Improved conditions for effective staff retention and motivation.
- Stable economic situations
- Presence of political will
- Investors' willingness to invest and willingness of non-state actors to participate in development process.
- Community participation in development projects

### 4.3.2 Risks

There are risks that are respected to be encountered during the implementation of the plan such as:

- Lack of community participation and contribution in development project.
- Failure of disbursement of fund from Government as budgeted.
- Lack of investors willingness to invest in Sumbawanga DC
- Lack of land for prospective investors
- Change in foreign policy-on funding government budget

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