

UNITED REPUBLIC OF TANZANIA

PRIME MINISTER'S OFFICE,

REGIONAL ADMINISTRATION AND
LOCAL GOVERNMENT

LINDI DISTRICT COUNCIL



STRATEGIC PLAN 2011/12 – 2015/16

DISTRICT EXECUTIVE DIRECTOR
P.O BOX 328
LINDI

JUNE, 2011

PREFACE

This Strategic Plan (SP) of the LINDI District Council for 2011/2012 – 2015/2016 is a key management framework that sets out the future vision of the council as well as a set of broad strategic objectives, strategies and initiatives for achieving the vision. Lindi District Council aspires *“To become an accountable institution that is successful in empowering communities and the people in meeting their basic needs through effective social and economic services”*. It is my cherished hope that this Strategic Plan will assist in achieving this vision within the provisions of the Local Government Act of 1982 and other pertinent laws of the country.

I wish to recognize the contributions of a few stakeholders and individuals who facilitated the review of the Lindi District Strategic Plan. First, I extend my appreciations to the stakeholders and officers of the Council who participated at the review of strategic planning workshop which was held in Lindi in April, 2011 for their valuable contributions. Secondly, I am grateful to Prof B.A.T. Kundi and Mr. J. Kafuku, consultants from University of Dar es Salaam, who guided the Council in the preparation of this Strategic Plan. Thirdly, I extend my sincere appreciation to the Council’s Management, especially the District Executive Director, Mr. H.N Shenkalwah and District Planning Officer Mr Hamis Yunah, for their valuable contributions to this vital process. Many hearty thanks should also go to the councillors for participation in review process.

Finally, I wish to express the commitment and support of the council in the process of preparing the Strategic Plan. I wish the Management every success in guiding the implementation of this Strategic Plan.

ACKNOWLEDGEMENTS

Many individuals participated in and assisted with the preparation of this strategic plan for Lindi District Council. To mention all and every one will be difficult, hence we have mentioned only those most involved in the whole process of developing this strategic document.

Special thanks should go to the Prime Minister's Office, Regional Administration and Local government (PMO - RALG) for introducing the funding mechanism, (LGCDG) which eventually was used for funding this exercise. Many thanks are also extended to Prof. B. A. T Kundi and Mr. J. Kafuku (consultants) from the University of Dar es Salaam Consultancy Bureau (UCB) Salaam for their guidance especially the training of Head of department in the process of strategic planning and their continuous advice in the process of preparation of this strategic plan.

Least but not last, we would like to thank Ward Development Committees' (WDCs) members for the process of coming out with their annual plans which enabled the working groups to draw some important information for the strategic plan. Others are councillors, NGOs and community representatives for their contribution during the stakeholders meeting in April 2011.

In this regard, we would like to thank the District Commissioner and the members of the said meeting for their comments and their advice which later formed part of the whole Council Strategic Plan for the year 2011/2012 - 2015/2016.

Other contributors to be acknowledged are the Heads of Department of Lindi district Council for their cooperation during data collection. They also provided inputs during the situation analysis exercise without forgetting the rest of the employees who contributed in one way or another in order to make this strategic plan a reality.

Finally, we express our gratitude to the working groups for their tireless efforts of preparing the final strategic plan document. The working group comprise of Mr. Hamis Yunah the District Planning Officer, who assumed the coordinating role, Mr. Salum Mpili, Statistician from the Planning Department, Mr. Hamisi Alawi Mashauri, Agriculture Officer from the Agriculture and Livestock Department and Mr. Mfaume Hemed, Health Officer from Health department. Their contributions are highly appreciated.

This strategic plan document was typed by Ms Mashaka Kitenge and we thank her for this commendable job.



DISTRICT EXECUTIVE DIRECTOR
LINDI DISTRICT COUNCIL
LINDI

H.N Shenkalwah,
District Executive Director
LINDI

ABBREVIATIONS

AMO	-	ASSISTANT MEDICAL OFFICER
BUWASA	-	BUKOBA WATER AND SANITATION AUTHORITY
CBO'S	-	COMMUNITY BASED ORGANISATIONS
CHF	-	COUNCIL HEALTH FUND
CHMT	-	COUNCIL HEALTH MANAGEMENT TEAM
CMT	-	COUNCIL MANAGEMENT TEAM
COBET	-	COMPLEMENTARY BASIC EDUCATION OF TANZANIA
DAC	-	DISTRICT AIDS COORDINATOR
DALDO	-	DISTRICT AGRICULTURE AND LIVESTOCK OFFICER
DAO	-	DISTRICT ACADEMIC OFFICER
DAPO	-	DISTRICT ADMINISTRATION AND PERSONNEL OFFICER
DC	-	DISTRICT COUNCIL
DCO	-	DISTRICT CO-OPERATIVE OFFICER
DCDO	-	DISTRICT COMMUNITY DEVELOPMENT OFFICER
DCUO	-	DISTRICT CULTURAL OFFICER
DE	-	DISTRICT ENGINEER
DED	-	DISTRICT EXECUTIVE DIRECTOR
DGO	-	DISTRICT GAME OFFICER
DHO	-	DISTRICT HEALTH OFFICER
DLDO	-	DISTRICT LAND DEVELOPMENT OFFICER
DMO	-	DISTRICT MEDICAL OFFICER
DNRO	-	DISTRICT NATURAL RESOURCES OFFICER
DPLO	-	DISTRICT PLANNING AND LOGISTICS OFFICER
DEO	-	DISTRICT EDUCATION OFFICER
DT	-	DISTRICT TREASURY
DWE	-	DISTRICT WATER ENGINEER
DVO	-	DISTRICT VETERINARY OFFICER
HBS	-	HOUSEHOLD BUDGET SURVEY
HIV/AIDS	-	HUMAN IMMUNODEFICIENCY VIRUS/ACQUIRED IMMUNODEFICIENCY SYNDROME
HIPC	-	HIGHLY INDEPTED POOR COUNTRIES
HOD	-	HEAD OF DEPARTMENT

LGA'S	-	LOCAL GOVERNMENT AUTHORITIES
LGRP	-	LOCAL GOVERNMENT REFORM PROGRAMME
LGSP	-	LOCAL GOVERNMENT SUPPORT PROGRAMME
MCH	-	MOTHER AND CHILD HEALTH
MD	-	MUNICIPAL DIRECTOR
MDG'S	-	MILLENIUM DEVELOPMENT GOALS
MOEC	-	MINISTRY OF EDUCATION AND CULTURE
MOH	-	MINISTRY OF HEALTH
MTEF	-	MEDIUM TERM EXPENDITURE FRAMEWORK
MTUHA	-	MFUMO WA TAARIFA ZA UFUATILIAJI WA HUDUMA ZA AFYA
NGO'S	-	NON GOVERNMENTAL ORGANIZATIONS
NPES	-	NATIONAL POVERTY ERADICATION STRATEGY
O & OD	-	OPPORTUNITY AND OBSTACLES TO DEVELOPMENT
PEDP	-	PRIMARY EDUCATION DEVELOPMENT PLAN
PMO – RALG	-	PRIME MINISTER'S OFFICE, REGIONAL ADM. & LOCAL GOVT.
PRSP	-	POVERTY REDUCTION STRATEGY PEPAR
RE	-	REGIONAL ENGINEER
SACCOS	-	SAVINGS AND CREDIT CO-OPERATIVE SOCIETIES
SEDP	-	SECONDARY EDUCATION DEVELOPMENT PROGRAMME
STD	-	SEXUAL TRANSMITTED DISEASES
SWOT	-	STRENGTH, WEEKNESSES, OPPORTUNITIES AND THREATS
TASAF	-	TANZANIA SOCIAL ACTION FUND
WDC	-	WARD DEVELOPMENT COMMITTEE
WEC	-	WARD EDUCATION COORDINATOR
WEO	-	WARD EXECUTIVE OFFICER
VEO	-	VILLAGE EXECUTIVE OFFICER

TABLE OF CONTENTS

PREFACE	I
ACKNOWLEDGEMENTS	II
1. INTRODUCTION	1
1.1 PREAMBLE	1
1.2 INSTITUTIONAL SETUP	1
1.3 IMPLEMENTATION OF THE PREVIOUS STRATEGIC PLAN.....	1
1.4 RATIONALE OF THE ROLLING STRATEGIC PLAN FOR 2011/12 – 2015/16	1
1.5 METHODOLOGY	2
1.6 CONTENTS OF THE STRATEGIC PLAN	2
2. COUNCIL PROFILE	3
2.1 INTRODUCTION	3
2.2 LOCATION AND AREA	3
2.3 TOPOGRAPHY AND CLIMATE	3
2.4 DEMOGRAPHY/POPULATION	4
2.5 ADMINISTRATION	4
2.6 ECONOMIC STATUS.....	5
2.7 TOURISM	5
2.8 ENERGY	5
2.9 COMMUNICATION AND TRANSPORT	6
2.10 OVERALL POVERTY SITUATION	6
3. SITUATIONAL ANALYSIS	7
3.1 INTRODUCTION	7
3.2 HEALTH	7
3.3 EDUCATION	10
3.6 AGRICULTURAL AND LIVESTOCK DEVELOPMENT.....	20
3.8 NATURAL RESOURCES AND THE ENVIRONMENT	27
3.9 COOPERATIVES AND MARKETING.....	29
3.10 COMMUNITY DEVELOPMENT	30
3.11 ADMINISTRATION AND PERSONNEL	34
3.12 LAND ADMINISTRATION AND MANAGEMENT.....	38
3.13 BUSINESS AND TRADE	40
3.14 FINANCE DEPARTMENT	42
4. VISION, MISSION, FUNCTIONS AND CORE VALUES	44
4.1 INTRODUCTION.....	44
4.2 VISION STATEMENT	44
4.3 MISSION STATEMENT.....	44
4.4 FUNCTIONS	44
4.5 GUIDING PRINCIPLES OR VALUES	45
4.6 THEME.....	45
5. KEY RESULTS AREAS, STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS	46
5.1 KEY RESULT AREAS, STRATEGIC OBJECTIVES AND PERFORMANCE INDICATORS	46
5.2 STRATEGIES AND TIMING	46
6. MONITORING AND EVALUATION SYSTEM	75
6.1 INTRODUCTION.....	75
6.2 MONITORING FORM	75
6.3 EVALUATION	76

1. INTRODUCTION

1.1 Preamble

This document is the Strategic Plan for Lindi District Council (LDC) for the period 2011/2012 – 2015/2016. The plan is expected to be main guiding framework for the strategic development of the Council in line with the major goal of Local Government Reform Programme which is to improve the quality of and access to public services provided through or facilitated by local government authorities.

This Strategic Plan has paid attention to service delivery in the key service areas of the council including education, health, agriculture, works, water and other priority services.

1.2 Institutional Setup

Lindi District Council consists of 10 divisions which in turn comprises of 28 wards and 154 villages. All 28 wards are situated in the rural setting. The District Council is comprised of 38 councillors headed by a Chairman and 2 members of Parliament.

The District Executive Director is the Chief Executive Officer. The Director is assisted by 10 heads of departments and four heads of units that is for legal affairs, internal audit, procurement and civics.

Organizationally, the Council operates through the committee system. There are 4 standing committees namely:

-) Finance, Planning and Administration
-) Education, Health and Water
-) Economic Affairs, Works and Environment
-) HIV/AIDS committee

On the day-to-day operations, the council executes its functions through heads of departments who are answerable to the District Executive Director. At the sub council level are the Ward Development Committees (WDCs), which are responsible for all development activities in their respective wards. The elected councillor for the ward chairs the WDC meeting, which is supposed to meet once each quarter and the secretary is the Ward Executive Officer (WEO). Other members include all village chairpersons and all extension staff based in the ward. Below the ward are village committees (See organization chart attached as Annex 1).

1.3 Implementation of the Previous Strategic Plan

The new plan supersedes the Strategic Plan for 2006/07-2010/11. Barring financial limitations, the plan assisted the Council in realising important achievements as documented in the annual reports.

1.4 Rationale of the Rolling Strategic Plan for 2011/2012 - 2015/2016

Tanzania has been undertaking a number of development-oriented initiatives and public sector reforms all aimed at realizing the National Development Vision 2025. The goal is to improve the quality and accessibility to social services, improve the social economic well being of the community and ultimately eradicate poverty, which has

been alarming in Tanzania for so long. The Local Government Reform Programme (LGRP) is one of the major public sectors reforms under in which Local Government Authorities (LGAs) are being advised, facilitated and empowered to streamline and improve their performance levels with a view to ensure quality, accessible, responsive and equitable socio- economic service provision to and by the communities under their areas of their jurisdiction. To be able to achieve this, the government through the LGRP has been emphasizing on a new approach to development planning whereby community and all stakeholder participation throughout the O & OD planning process is being advocated. In other words bottom up as opposed to top down approach to planning is being institutionalized.

In order to focus on people's perspective, Lindi District Council has prepared this strategic plan - with a bottom-up approach - in order to address priority needs of the District. The plan provides the framework of where organization desires to go and what it wants to accomplish. This Strategic Plan is prepared following a 3 year-cycle.

1.5 Methodology

Guided by the O&OD approach, the methodology adopted to prepare the strategic plan was participatory in nature. It involved documentary reviews, in-depth consultations with the Management and other stakeholders and a highly participatory planning workshop involving experts well versed with the activities of the Council. Thus, the planning process was highly consultative, making the Plan a reflection of the true aspirations of the stakeholders of the District.

1.6 Contents of the Strategic Plan

The strategic plan document is organized as follows. Chapter One is an introduction, describing the institutional set-up, rationale for the strategic plan and the methodology used to prepare the plan. Chapter Two provides a brief profile of LDC. Chapter Three articulates the desired strategic future direction by specifying the societal vision, institutional mission, institutional vision, core functions and core values. Chapter Four presents detailed situation analysis of the Council - culminating in the identification of the key strategic issues to be addressed through implementation of the plan so as to realise the desired future vision. Chapter Five presents the objectives, strategies and targets for realizing the vision. Chapter Six presents how implementation, monitoring and evaluation of the plan are to be done.

2. COUNCIL PROFILE

2.1 Introduction

Lindi District Council is one of the five districts in Lindi Region. It was established during the colonial era as district council under the Local Governance Ordinance in 1958 and its administrative authority was conferred upon it by the then British Colonial Government.

The current council was re-established as a district council under “The Local Government Act” (District Authorities) in 1982 after abolition of the Regional Administration Act of 1972. The main objective was to give more powers to the communities for their own development and get reliable social services closer to them.

2.2 Location and Area

The geographical position of Lindi District Council is between Latitude 9^o.31’ and 10^o.45’ South of the equator and between longitude 38^o.4’ and 40^o.0’ East of Greenwich. . The Council is bordered by Kilwa District on the North, Mtwara Region on the South, Indian Ocean on the east and Ruangwa District on the West.

The Council has a total area of 7,538 square kilometres out of which 1,183 sq.km is covered by water and the remaining 6,355 sq.km is land. Altitude of the district ranges from 0 to 759 feet above sea level. Much of the district’s topography is coastal lowlands, flat area surrounded by rivers and plateau invariably decorated by cashew nut plantations and coconut trees.

2.3 Topography and Climate

Lindi District Council enjoys an average temperature of about 27°C during the hot season and 24°C during the cool season. It has an average rainfall of 1,000mm per year and one rainy season which starts from November to May with a spell of drought at the end of January or early February.

The District is divided into three ecological zones namely:-

(a) Coastal lowlands

- It has an arrow strips between the interior land and the shores of Indian Ocean.
- Elevation ranges about 0 - 120 meter above sea level
- Annual rainfall varies from 600 - 750mm with dry period of four months from June to October.
- Soils in the coastal lowland are shallow well drained sandy loams. In-land the soils vary from deep dark red sandy clay loams to dark grey clay loams and are moderate fertile.
- Fishing used to be the most important economic activity, but now crop production has taken the leading role. Major crops grown are cassava, sorghum, legumes, maize, cashew, simsim and paddy which is mostly found in the valleys.

(b) Intermediate zone

- It lies between the Coastal lowland and highland plateau. The elevation of intermediate zone lies between 120 to 300 meters above sea level.
- Annual rainfall ranging from 600 to 800 mm.
- It has predominant annual streams and rivers
- Soils are mainly dusky red to darkish red sandy clay loams which are moderately fertile.
- Major crops grown are maize, sesame, sorghum, Cashew, cassava and fruits (e.g. Oranges, mangoes)

(c) Plateau highland

- Found in the western and south west of the district
- The altitude of this zone is about 300 to 750m above sea level.
- The highland has a well drained dark red to reddish brown clay loam soils that have moderate fertility.
- Amount of rainfall is 800 to 1000 mm per annum which is well distributed during the rainy season.
- This zone is densely populated compared to other zones.
- Major crops grown are maize, cassava, beans and Irish potatoes.

2.4 Demography/Population

According to October 2002, population census the Council has a total population of 214,882 of which 102,112 are Males and 112,770 Females. The district's annual population growth rate is 0.6% and population density is 40 people per square kilometre.

2.5 Administration

Administratively the Council is divided into 10 Divisions, 28 wards, 154 villages and 833 hamlets "Vitongoji" and has two constituency zones namely Mchinga and Mtama. The number of division and wards are shown in Table 2.1.

Table 2.1: Administrative Division of the Lindi District Council

Division	Ward	Number of Villages
Mipingo	Mipingo	5
	Kitomanga	2
Mchinga	Mchinga	5
	Kilolambwani	7
	Mbanja	2
Ng'apa	Ng'apa	3
	Tandangongoro	4
Milola	Rutamba	5
	Milola	5
	Kiwawa	2
Nangaru	Chikonji	3
	Matimba	4
	Nangaru	3
	Kiwalala	6

Division	Ward	Number of Villages
Mingoyo	Mingoyo	4
	Mnonela	5
Sudi	Sudi	6
	Nachunyu	6
Mtama	Mtama	8
	Nyangao	6
	Namupa	4
	Nyengedi	4
	Mtua	5
Nyangamara	Nahukahuka	4
	Nyangamara	4
	Mandwanga	5
Rondo	Mnara	4
	Chiponda	4
10	28	125

2.6 Economic Status

A substantial area of Lindi district Council is fully utilized for subsistence farming to enable the inhabitants to earn their living. Agriculture sector contributes a big share to the economy of many people of Lindi District. About 80% of the population in Lindi District Council earn their living from agricultural production. In general, the economic development of the District is very much dependent on the agricultural sector. The main crops grown in the District include cassava, paddy, sorghum, maize, coconut and cashew nuts. Others are sesame and legumes. The council has a total of 4,000,000 cashew nuts and 500,000 coconuts trees. Livestock keeping is also becoming an important activity. Animals kept include cattle, goats, sheep, donkey, pigs, dogs, poultry, duck and guinea fowls.

Fishing as well dominates the human activity of people living along the shores of Indian Ocean and around the minor Lakes (Rutamba and Nkowe). Catching of fish is accompanied by the use of net handcarts from dugout canoes or simple plank boats. The fish are consumed locally or preserved by smoking or sun drying for trade. Generally the fishing industry in the district is still low.

2.7 Tourism

Tourism is the most under developed sector in the district although there are many potential areas and sites for promoting tourism. In spite of the fact that we have many tourist attractions such as good beaches along Indian Ocean with variety of fish species including coelacanth and Tendeguru site, small efforts have been done to promote these attractions. Tendeguru is famous for historians and archaeologist, because of "dinosaur" which counts among the earliest longest reptile creature which ever lived in this world.

2.8 Energy

Lindi District Council receives reliable supply of gas power from Mnazi Bay electricity plant situated in Mtwara Region although it covers a small area. The electricity

supplied by Artumas Company to the district is 1000KWH which is then stepped down to 500V for local consumption. It is important to note that Lindi District is not connected to the National Grid system which is the source of electricity for most districts in Tanzania. As regards, cooking energy for domestic consumption, many people use charcoal and fire wood.

2.9 Communication and Transport

The transportation network of Lindi District Council is mainly roads. The district has a total of 879 kilometres of roads out of these 88 kms are tarmac, 198 kms gravel and 593 are earth roads. The main problem of road transport is that many roads are not routinely maintained and rehabilitated hence some of them impassable through out the year.

2.10 Overall Poverty Situation

Lindi District Council is one of the districts which have a population with high prevalence of poverty in the country. Per capita income is estimated to be 270,000/= Tanzania shillings per year. Poverty will remains a problem in rural areas where about 80% of the poor population live due to poor productive means. The poverty situation in Lindi district is articulated by the following indicators:-

- High infant mortality rate of about 178 per 1,000 live births
- High maternal mortality rate of about 176 per 100,000 pregnant mothers
- High rate of illiterate among adults of 35% .

3. SITUATIONAL ANALYSIS

3.1 Introduction

The basis of strategic planning is to improve performance, create more relevant institutional structures, increase levels of institutional, departmental, and individual accountability, improves transparency and communication between management, employees and stakeholders and to establish priorities for efficient and effective resource allocation.

During the stakeholders' workshop it was established that the performance of the council was short in meeting the expectations of the stakeholders. A number of performance gaps in addition to those in the situational analysis report were identified. In preparing this document each department made an assessment of its performance making reference to the stakeholders' views regarding their satisfaction or dissatisfaction with the services being provided. Moreover, as mentioned before they also carried out a SWOC analysis, the current structure and resource requirement compared to those available. This was then followed with a general SWOT analysis for the council. The following section therefore presents the current situation on departmental basis.

3.2 Health

Main functions of Health sector are to reduce the burden, maternal and infant mortality and increase life expectancy through the provision of adequate and equitable maternal and child health service, facilitate the promotion of environmental health and sanitation, promotion of adequate nutrition, control of communicable disease and treatment of common conditions.

The activities of the District in the area of health are guided by the national health policies and programmes shown in Table 3.1.

Table 3.1 Implications of National Health Laws, Policies and Programmes

No.	Legal/Policy/Programme	Implication for the Lindi District Council
1.	National Health Policy, 2003	<ul style="list-style-type: none">) Promote access to quality primary health care for all, reduction of infant and maternal mortality rate, access to quality reproductive health services for all individuals of appropriate ages.) Ensure the availability of drugs, reagents and medical supplies and infrastructures.) Sensitize the community on common preventable health problem.
2	Primary Health Services Development Programme :MMAM 2007-2017	<ul style="list-style-type: none">) Rehabilitate, upgrade and establish health facilities.) Provide standardized medical equipment instrument of and pharmaceuticals to health facility) Get the referral system effectively operational and conduct mobile clinic and outreach services
3.	The Tanzania Food, Drugs and Cosmetics Act. 2003	<ul style="list-style-type: none">) Regulation of premises) Licenses and permit related to food hygiene, pharmacies
4.	Malaria Control Programme	<ul style="list-style-type: none">) Malaria diagnosis and treatment) Malaria prevention (uses of ITNs)
5.	EPI programme	<ul style="list-style-type: none">) Vaccination/immunization of children under one year.) Vaccination of women child being age.

The major achievements of the Council in the area of health services include:

-) Eradication of the polio disease;
-) Combating of all the five preventable diseases by vaccinations
-) Establishment of more health delivery point from 48-60 health facilities
-) Increased capacity building of health workers through upgrading courses e.g clinical officers----assistant medical officer from 1---5, nursing officers from 1---5 etc

In spite of the achievements, there is a wide range of diseases in the district. Malaria, ARI, and pneumonia are among the major concerns as far as outpatient as well as inpatient is concerned (See Table 3.2)

Table 3.2 Major diseases

DISEASE	QUANTITY	PRIORITIES
Malaria	43343	1
ARI	9824	1
Pneumonia	7551	1
Eye infection	4977	2
Skin infection	4345	2
Diarrhea disease	4113	2
Intestinal worms	2495	2
Minor surgical	1649	2
Asthma	1533	2
Anemia	1045	2

Health services in the council are delivered through the facilities shown in Table 3.3 which are owned and managed by both public and private institutions. In general, the number of facilities is increasing. However, health performance is adversely affected by limited funds. This is a result of inadequate supply of drugs, materials, shortage of qualified and skilled personnel.

Table 3.3: A summary of health infrastructure in the council

FACILITY	GVT		RELIGIOUS		PRIVATE SECTOR		TOTAL	
	2005	2010	2005	2010	2005	2010	2005	2010
HOSPITAL			1	1	0	0	1	1
HEALTH CENTRE	4	5	1	1	0	0	5	6
DISPENSARY	37	40	2	1	0	0	40	41
TOTAL	41	45	3	3	0	0	45	48

Key Performance Indicators

Table 3.4 presents key performance indicators of the quality and the level of health services delivery in the council.

Table 3.4 Key health performance indicators

INDICATOR	Measure unit	2005	2010	National/Norm/Target
F. Planning	Percentage	38.1	39.2	15
Maternal death	Number	166.3/100000	230/100000	578/100000
I. mortality	Number	110.5/1000	14.3/1000	100/1000
HIV infection	Percentage	4.9	4	7
Use of latrine	Percentage	0.5	2	

Strategic SWOCs**Table 3.5 Strategic SWOCs**

Strengths	Opportunities
<ul style="list-style-type: none">) Health infrastructure in place i.e. buildings) Drugs i.e. constant monthly supply of drugs from MSD) Good governance) Trained personnel) Presence of district health board) Availability of working facilities 	<ul style="list-style-type: none">) Availability of stakeholders and other development partners) Demand for services) Presence of policies and planning guidelines) Presence of non governmental organizations (NGO's)) Willingness of community to participate in health activities
Weaknesses	Challenges
<ul style="list-style-type: none">) Inadequate number of qualified staff) Insufficient health facilities) No maintenance culture in health services) Donor dependency plans 	<ul style="list-style-type: none">) High morbidity rate for malaria) HIV/AIDS prevalence and other communicable diseases) Abject poverty within the society.) Low population growth

Table 3.6 Issues & Underlying Causes

NO.	STRATEGIC ISSUES (OUTCOME - ORIENTATON)	UNDERRLYING CAUSED/OPPORTUNITY
1.	Shortage of medical equipment and supplies) In adequate medical equipment and supplies from MSD
2	Poor condition of infrastructure (health facilities) and staff houses)) In adequate budget ceiling allocated for rehabilitation and construction of health facilities and staff houses.
3	Poor commitment of health workers and non adherence to professional code of conduct in Health Services deliveries.) Low salary scales for health workers) Lack of motivation scheme
4	High prevalence of Malaria, schistosomiasis and filariasis cases) High density of vectors within the community) Poor treatment seeking behaviour among the community) Slow behaviour change to the community towards implementation of preventive measures
5	Low coverage of environmental health in the community) Inadequate budget ceiling) Low community sensitization on importance of environmental health
6	Gradual reduction of maternal and under five mortality rate.) Shortage of qualified staff in the health facility) Lack of community awareness on importance of health facility delivery) Low coverage of family planning services
7	Low coverage of immunization of children under one year) Low outreach and mobile immunization services

3.3 Education

The main function of education department is:

-) Facilitating Special School so as to promote education for all.
-) Rehabilitating basic infrastructure (Classrooms, teacher's houses, Teacher's office. Desks and pit latrines)
-) Promoting vocational training aimed to empower people to be self employed in our District.
-) Strengthening Supervision and Monitoring of Primary Education Development programme in our district as a whole.
-) Encouraging Community participation in the Implementation of Primary Education Development Programme to ensure sustain ability.
-) To Supervise Procurement of Teaching and learning material. The aim is to make sure that schools have managed to use funds to procure essential materials for teaching and learning.
-) Oversee day to day running of the programme through its education staff.

The activities of the District in the area of education are guided by the national education policies and programmes shown in Table 3.7.

Table 3.7 Implications of National Education Laws, Policies and Programmes

No.	Legal/Policy/Programme	Implication for the Lindi District Council
1.	Education Act No.25 (1978) Education Patent Letter No.25 (2002)) The LDC prepare DC By-Laws enrolment and attendance)
2.	Education patent letter (2003) which amend patent letter No.6 (1998) - Ref. ED/06/C.2/III/134.) Preparation of By-Laws and sensitization (Seminars & meetings)
3.	Public service Act (2002) and Regulations 65(1) of the public service Regulations (2003)) To provide seminars to school committees/boards in order to ensure that they use their skills, knowledge and expertise to attain maximum result.) To provide orientation course (co first appointed and new elected leaders) on how to execute duties and assign responsibilities with maximum standards and within required time.) To build capacity to education staff for familiarization and rules, regulations, procedures and appropriate abide by them.
4.	Education Act No.25 (1978) and regulation (2002) sect.42) To collaborate with school inspectorate department in order to assure the quality of education in all district schools.
5.	Public service Act (2002) and Regulations 65 (1) of the public services Regulations (2003)) To conduct train on good governance in order to avoid improper favours, solicit, force or bribes from any person whom they have served or serving.
6.	Education Act No.25 (1978) and regulation (2002)) To plan and supervise servant (teachers and teaching supporting staff) and students health programme at least once annually
7.	Education patent letter No.16 (2002)) To control school enrolment (according to rule) by establishing new schools and to build hostels for secondary schools.) To construct classroom and add enrolment.)

No.	Legal/Policy/Programme	Implication for the Lindi District Council
8.	Education patent letter No.4 (2002)) To employ new teachers for primary and secondary schools and to balance manpower according to the needs of each school.
9.	The education school library resource centre regulations (2002)) To motivate schools to use x-curriculum text books for school libraries.
10.	The education patent letter No.9 (2004)) To allocate fund for buying laboratories equipment.
11.	Public service Act (2002) section 34 and Regulation 65(1)) To motivate excellence in service by setting realistic work targets which will enable teaching staff to achieve the highest standard of performance, creativity and innovative through knowledge and skills.
12.	Education patent letter No.3 (2001)) To allocate fund in order to enhance sports and games in schools.) To supervise inter-school competition)academic, sports and games)
) Primary Education Development Programme (PEDP)) Complementary Based Education in Tanzania .) Integrated community Based Adult Education (ICBAE)) Vocational Training (Post Primary Education).	Enrolment and access to primary Education has been given Priority by the council prior and since the inception of PEDP , since 2005 up to 2010 the enrolment and access to primary Education is high. - Ensuring adequate and availability of learning and Teaching materials and Training. - Maintaining education standard by ensuring provision of necessary support to teachers.)

Strategic SWOCs

Table 3.8 Strategic SWOCs

Strength	Opportunity
<ul style="list-style-type: none"> ▪ Availability of training materials ▪ Trained teachers ▪ Presence of capitation grants in primary schools 	<ul style="list-style-type: none"> ▪ Availability of education policy, law and regulations. ▪ Private sector involvement in provision of education services ▪ Availability of school going children
Weaknesses	Challenges
<ul style="list-style-type: none"> ▪ Poor performance in standard seven leaving examination ▪ Inadequate qualified teachers ▪ Inadequate learning and teaching materials ▪ Shortage of furniture and teaching materials. ▪ Shortage of classrooms ▪ Shortage of teachers' houses 	<ul style="list-style-type: none"> ▪ Negative attitude of Community to contribute in school construction works. ▪ HIV/AIDS ▪ Competition Academic performance at district, Region and National level. ▪ High congestion of pupils in classrooms.

Pre Primary Education.

The main achievements in the past five years related to Pre - Primary education Services in LDC are:

-)] Increased number of pre- primary schools from 75 (in 2005) to 125 (in 2010).
-)] Increased enrolment of Pre-Primary Education from 6862 students (in 2005) to 7623 students (in 2011).

The main short falls of Pre -Primary Education are:

-)] Parents being unable to provide the support required for the pupils of pre primary education
-)] Lack of teaching and learning Materials.
-)] Lack of competent teachers
-)] An un conducive learning Environment

What needs to be done to improve the delivery of Pre - Primary in Lindi DC includes:

-)] To create awareness to the community on the importance of Pre- Primary education and awaken them to provide the support required to run effective Pre - Primary Schools.
-)] To train more teachers
-)] To create an enabling environment for pre-primary education,

Primary Education

The main achievements in the past five years related to Primary Education in LDC are:

(i) Enrolment Increase

-)] Apparent intake for STD I increased by 100% in every year.
-)] Gross Enrolment rate and Net Enrolment Rate has increased from 30727 (2008) to 44509 (2011).

(ii) Construction of School infrastructure:

-)] Construction of Classrooms, teacher's houses, Pit latrines and rehabilitation
-)] The council distributed funds from the Treasury to construct 15 Classrooms, Construction of 5 teacher's houses, Rehabilitation of 16 schools and latrines for 14 schools and manufacturing of 354 desks.

(iii) Improved Financial Management at Schools

-)] Schools are now able to operate bank accounts
-)] School committees are aware of their responsibilities in supervising and providing overall management of school resources including funds.

(iv) Procurement of Teaching and Learning materials

The schools have managed to use funds to procure essential materials for teaching and learning and some schools have also purchase desks.

(i) Academic Improvement

-) Increased pass rates in PSEL and Std IV Examination have been registered as a result of the improved teaching and learning environment

The key shortfalls of the primary Education in Lindi District Council are as follows.

- (i) There is the shortage of 335 teachers in the district which has been contributed by deaths cause by the diseases including HIV and AIDS
- (ii) There are in adequate of funds for in service training hence very few teachers are accessible to training opportunities.
- (iii) There is a big shortage teaching and leaning material eg. Text books .
- (iv) The District has no enough infrastructure (e.g. classrooms, teachers house etc) which causes other schools to have double shift
- (v) The small budget arranged for education department is not enough to solve all problems.

The key challenges facing primary education in Lindi District Council are

- (i) There is a big shortage of teachers.
- (ii) Lack of teaching and learning materials.
- (iii) Shortage of classrooms and teacher houses
- (iv) Lack of fund to conduct different Seminar
- (v) Lack of transportation

The oppourtunities facing primary education in the Council include;

- (i) The Department has got enough staff.
- (ii) Availability of local material.
- (iii) Geographical location of schools.
- (iv) We have stakeholders who help schools e.g. NGOs, CBOs and other persons e.g. MP for Mtama Constituency.
- (v) Availability of transport from the District.

Table 3.9: Key performance indicators of primary education delivery

Indicators	Meas. Unit	2005	2010	2016 Target
Number of schools - private	No	-	-	-
Number of schools - public	No	104	123	130
Number of classrooms - private	No	-	-	-
Number of classroom - public	No	544	749	800
Enrolment - Boys	No	17635	22149	27360
Enrolment - Girls	No	16540	23367	28640
Enrolment rate (enrolled/ potential)	%	89	100	100
Drop out rate - general	%	5	2	1
Drop out of pregnancies	%	0.1	0.01	0
Truancy rate	%	1	2	1.1
Pass rate	%	52	38	63
Pass rate as % of qualified to join secondary education	%	78	100	100
Enrolment rate for school age children	%	98	100	100
Teacher pupil ratio	Ratio	1:45	1:40	1:40
Classroom pupil ratio	Ratio	1:40	1:45	1:40
School desks pupil ration	Ratio	1:4	1:3	1:2
Book pupil ratio	Ratio	1:5	1:3	1:1
Toilet pupil ratio	Ratio	1:60	1:60	1:65
Teacher quarter ratio	Ratio	1:12	1:12	1:12
Pre - primary school ration	Ratio	1:30	1:25	1:25

Table 3.10: Primary Education facilities in Lindi district Council (Available, Shortfall).

Facility	Requirement			Available		Shortfall		
	2005	2010	2016	2005	2010	2005	2010	2016
Classrooms	800	1124	1150	544	749	256	516	156
Teachers Houses	589	1050	1060	140	241	446	779	879
Pit latrines	1274	3375	3390	414	3024	860	251	150
Desks	14088	16805	16905	8299	13497	5789	3338	338
Chairs	1437	2074	2174	526	1146	911	928	828
Teacher Grade IIIA	1030	1112	1102	735	779	295	333	130
Offices	276	438	478	315	236	61	202	102
Cupboards	715	1896	1996	195	447	520	1449	1349

Secondary education

Achievements:

Secondary Education in Lindi District Council has made several achievements for the period 2005-2010:

-) There is increase in the number of schools both private and government secondary schools in 2005 there were 6 government secondary schools while 3 were of private sector. In 2010 there was an increase to 4 private secondary schools and 27 registered government Secondary schools.
-) Students enrolled in government schools in 2005 were 392 boys and 227 girls, in total 665. The numbers increased to 1061 boys and 614 girls, a total of 1675 in 2010.

Challenges

There are some challenges which hinder secondary education programmes. These are:-

-) Lack of education awareness amongst the community within the district council.
-) Lack of funds to complete the developed projects such as teachers houses, classrooms, and pit latrines
-) Shortage of teachers
-) Shortage of teaching and learning materials.
-) A high dropout rate due to pregnancies increases
-) Poor community involvement in education activities

Opportunities open to secondary Education

-) Availability of local building materials.
-) Geographical location of schools is accessible.
-) Presence of stakeholders who are ready to contribute

Table 3.11: Key performance indicators of secondary education delivery in the Council as at 2005 and 2010

Indicator	Meas. Unit	2005	2010	2016 Target
Number of schools - private	No	3	4	6
Number of schools - public	No	8	27	28
Number of classrooms-private	No	27	38	46
Number of classrooms-public	No	36	175	392
Enrolment - Boys	No	160	4432	7840
Enrolment-Girls	No	160	2815	7840
Enrolment rate (enrolled/potential)	%	40	992	100%
Drop out rate -general	%	0%	0.11	0%
Drop out rate-pregnancies	%	0%	0.0042	0%
Truancy rate	%	0.1%		
Pass rate (form IV)	%	60%	54.71	9
Pass rate as % of qualified to join high school education	%	8.2%	12.6%	80%
Teacher pupil ratio	Ratio	1:45	1:53	1;35

Indicator	Meas. Unit	2005	2010	2016 Target
Classroom student ratio	Ratio	1:50	1:45	1:40
School desks student ratio	Ratio	1:2	1:2	1:1
Book pupil ratio	Ratio	1:10	1:8	1:1
Toilet pupil ratio	Ratio	1:45	1:39	1:20
Teacher quarter ratio	Ratio		1:53	

Table 3.12: Secondary Education facilities in Lindi district Council (Available Shortfall)

A: Public Schools

Facility	Requirement			Available		Shortfall		
	2005	2010	2016	2005	2010	2005	2010	2016
Classrooms		262	392		163		99	
Teachers Houses		265	424		16		189	
Pit latrines		348	784	50	188		160	
Desks		7431	15680	400	3590		3837	
Chairs		7431	15680	400	4809		2621	
Teachers		358	450	41	54		274	
Offices		31	40	2	5		26	
cupboards		193	320	4	25		168	

B: Private Schools

Facility	Requirement			Available		Shortfall		
	2005	2010	2003	2005	2010	2005	2010	2016
Classrooms		25			25		-	
Teachers Houses		49			19		24	
Pit latrines		51			34		17	
Desks								
Chairs								
Teachers								
Offices		4			2		2	
Cupboards		4			2		2	

Adult Education

Types of Adult Education offered in Lindi District Council

- J Open Distance Learning (ODL)
- J Complementary Basic Education in Tanzania (COBET)
- J Intergraded Community Basic Adult Education (ICBAE)
- J EDC RISE Radio
- J 3R^s programme (Write , Read, Arithmetic)

Main Achievements in the past five years

- J Reduction in the illiteracy rate from 47% in 2005 to 38% in 2010.
- J TOT for 16 District Education Officers facilitators

-) Training of 51 professional teachers and 102 Para professional teacher in adult Education facilitation.

Challenges facing adult education and training

-) Inadequate awareness creation on the importance of adult education
-) Adult education is not seen as a priority agenda item
-) Inadequate funds provided to run adult education programme in the district level
-) There is no competent facilitators who can facilitate adult education programme effectively.
-) Lack of transportation facilities which can help in the monitoring and evaluation of the implementation of adult education programme in the District level.

Opportunities open to adult education and training

-) Primary Education and Secondary Education Centres
-) Teacher Resource centres
-) Adult learning circles (Integrated community Baric Adult Education)

How to improve the delivery of Adult Education in Lindi District Council

-) The LDC should provide a budget to support adult Education programme.
-) The government should provide enough budgets which will enhance paying honoraria to the facilitators so as to improve delivery of adult education in the council.
-) The government should also provide transportation facilities to the Adult Education Officers in order to enhance follow-up.
-) In order to reduce poverty , illiteracy and diseases ,adult Education should be an important agenda in the district

Table 3.13: Key performance Indicators of Adult Education and training

Indicator	Measurement unit	2005	2010	2016 Target
Number of adult Education centres-private	No	-	655	5200
Number of adult Education centres-public	No	76	123	158
Enrolment - male	No	2004	726	8523
Enrolment - female	No	1191	1203	10240

Strategic Issues in the Area of Education in the District

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
1.	Access	Pre-Primary: <ul style="list-style-type: none">) Inadequate trained teachers) Lack/shortage of classrooms Primary Education <ul style="list-style-type: none">) Shortage of classrooms) Cultural norms

NO.	STRATEGIC ISSUES	UNDERRRLYING CAUSED/OPPORTUNITY
		Secondary Education) Shortage of trained teachers) Shortage of classrooms) Lack of dormitories) Cultural norms Adult Education) Lack of trained facilitators) Lack of classrooms Vocation training) Lack of trained teachers) Lack of classrooms
2.	Quality	Pre-Primary:) Frequent curriculum changes) Lack of text books) Qualified teachers) Motivated teachers
		Primary Education) Well equipped libraries) Lack of text books) Shortage teachers) Motivated teachers) frequent curriculum changes
		Secondary Education) Lack of text books) qualified teachers) Motivated teachers) Well equipped libraries) frequent curriculum changes) Inefficient school inspection
		Adult Education) Lack of textbooks) trained facilitators) Motivation
3.	Management efficiency	Vocation training) shortage of learning equipments) Shortage of text books) shortage of well trained teachers) Inefficient school committees/school boards) Lack of orientation) shortage of means of transportation) shortage of monitoring resources) Poor management skills) Poor education management and information system
4.	Equality) Lack of infrastructure and facilities for special education (needs).) cultural norms) Lack of sports and games facilities
5.	Cross-cutting issue	Environment) Absence of environment school clubs) School greening programmes) School boundaries Gender equality) Gender imbalance in schools) Un-awareness of gender issues among school/community

NO.	STRATEGIC ISSUES	UNDERRRLYING CAUSED/OPPORTUNITY
		Competition) Ant corruption clubs in schools) Education training on good governance
6.	Sport and games) Professional school teachers of sports and games) Game and sports facilities) School games and sports competition (inter competition)) Registered game and sports clubs

3.5 Works

The activities of the District in the area of works are guided by the national policies and programmes shown in Table 3.14.

Table 3.14 Implications of National Laws, Policies and Programmes Related to Works

No.	Legal/Policy/Programme	Implication for the Lindi District Council
1.	Local Government Transport Programme (LGTP)) Improvement of District Road network (District Roads)
2.	Village Travel and Transport Programme (VTTP)) Improvement of District Road Network (community Roads)
3.	Water sector development programme) Urban water supply and sanitation sub programme) Rural water supply and sanitation sub programme) Water resources management capacity building
4.	Road fund) Improvement of District road network
5.	Road Act, 2007 (Act. No.13 of 2007)) To manage road and road users) To identify classification of roads) To define roads with road reserves) To design maintenance and repair road) Define different offences and penalties

Strategic SWOCs Related to Works

Table 3.15 Strategic SWOCs

Strengths	Opportunities
) Existence of some usable roads) Road fund) Local Government Transport Programme (LGTP)) Village Travel and Transport Programme (VTTP)
Weaknesses	Challenges
) Road network is not continuously linked) Almost all the council road network of roads (81%) is not gravelled) Inadequate preventive maintenance of the road network) Inadequate community awareness and ownership of road maintenance.) Lack of adequate numbers of reliable contractors in District) Vandalism of road furniture

Strategic Issues in the Area of Works

Table 3.16 Works - Strategic Issues

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
1.	Shortage of water sources) Salinity to the water sources) Destruction of water sources) Some areas are not potential water sources
2.	Poor security of water sources) Lack of serve of ownership to the community) Lack of awareness on project management) Sharing of a water source for more than one village
3.	Inadequate resources (human resources, equipments)) Budget constraints) Shortage of staff
4.	Lack of reliable supplies/contractors spare parts within the vicinity) Incapability of local supplies) Lack of awareness) No regular spare parts requirements
5.	A lot of impassable roads) Budgetary constraints) Inadequate community participation

3.6 Agricultural and Livestock Development

The main functions of agriculture and livestock department:

- (i) Formulate and review sectoral policies and monitor the overall performance of the agricultural sector.
- (ii) Provide and supervise the implementation of regulatory services for crop and livestock development, marketing and farmers' organizations.
- (iii) Contribute to the development and promotion of improved agricultural and livestock practices.
- (iv) Monitor the performance of both public and private sector agricultural support services in order to improve their quality and ensure competitive markets.
- (v) Promote private sector's role in primary production, processing, marketing and the provision of agricultural services and
- (vi) Promote farmers organizations for empowering farmers, developing their advocacy and lobbying capacity, and participation in service delivery and resource mobilization.

The main relevant National and sectoral policies and programmes which Lindi District Council is obliged to implement in the agricultural and livestock sector are:-

- (i) Agricultural and livestock policy of 1997 which proposes the:-
 - Liberalization of agricultural markets and removal of state monopolies in the export and import of agricultural goods and produce.
 - Clear definition of the roles of Government and the private sector in the production and provision of support services.
 - Government responsibility for industry regulation through commodity boards; and
 - Emphasis on food security at the national and household levels as opposed to national food self sufficiency.
- (ii) The Cooperative Development Policy of 1997 that intends to:

- Provide a framework for the restructured cooperatives to operate on the basis of independent, voluntary and economically viable principles; and
 - Ensure cooperatives are member-controlled private organizations, which respect the principles of good management.
- (iii) The Local Government Reform Programme of 1998 aims to improve delivery of quality services to the public. The main strategy is decentralization, which is being implemented through the Local Government Reform Programme (LGRP). The move from centrally planned agriculture to locally planned agriculture is one of the key strategic pillars of ASDP. The effective decentralizations of Government and the reform of Local Government will be part of the foundations of change in the sector. The reform programme will include the following transformations.
- Devolution of roles and authority by the Central Government by transferring political, financial and development planning authority to LGAs.
 - LGAs are free to make policy and operational decisions consistent with the laws of the land and Government policies, without interference by the Central Government institutions;
 - LGAs are responsible for efficient and effective delivery of social and economic services to the people.
 - LGAs are responsible for facilitation of the participation of the populations in deciding on matters affecting their lives, planning and executing their development programmes and fostering partnerships with civic groups;
 - The role of the Central Government institutions, including sector ministries, is

Confined to facilitation and supporting LGAs in service delivery, policy formulation, development and management of local regulatory framework. Monitoring and quality assurance: and

- Financial and performance audit.
- (iv) The Agricultural Sector Development Strategy (ASDS) of 2001, builds on the Agricultural and live stock, and Cooperative development policies. From 1998 to 2001 the Government carried out studies and consultations at National grass-root levels to identify the strategic interventions needed to accelerate the sector's growth, ASDS is important because:
- It targets improvements in farm incomes, upon which the majority of the rural population depend: this is the principal way to achieve rural poverty reduction:
 - It emphasizes availability and access to food, and thus advances food security: and
 - It provides a comprehensive, sector-wide programme for agricultural development, which is key to national economic development.

Seven conditions are identified in the ASDS, which need to be fulfilled if agricultural development is to move forward and if the ASDS is to succeed. These are:

- Comparative advantages that can be developed for export and food commodities:
- A large population base that will continue to be involved in agriculture.
- Underused natural resources that will be available for agricultural development.
- Domestic and international trading opportunities that will continue to occur.
- Opportunities for strategic partnerships between agri-business and smallholders that can be facilitated.
- A political commitment to improvements in policy and incentives for investment that will continue; and
- A political commitment to developing local institutions that will be maintained.

J Main types of agricultural and livestock activities available in the District Council include:-

- Construction of irrigation facilities and improvement of rice production in the lowland valleys.
- Construction of market and storage facilities.
- Construction of livestock facilities.
- Husbandry and Introduction of dairy goats and cattle.
- Community Quality Declared Seed production.
- Establishment of Farmer Field Schools and demonstration plots of various crops and livestock units.
- Management of cashew and horticultural nurseries and fields.
- Improvement of extension service delivery by provision of extension gears, transport facilities and construction of resource centres
- Training of farmers and livestock keepers on improved cash and food crops and livestock production.
- Training of extension staff on various aspects - M & E training, planning and budgeting etc.
- Retooling of department office.

Main achievements in past five years, related to agriculture and livestock in Lindi District Council are shown in Table 3.17.

Table 3.17: Achievements in Agriculture and Livestock Development

SECTOR	SUB-PROJECT	SITUATION IN 2007	CURRENT SITUATION 2011
AGRICULTURE	Sesame production	1,009 tones	1,628 tones (2010)
	Irrigation	1 village	3 villages
	Use of power tillers	0	50 power tillers
	Construction of storage facilities through DADPs	0	7 facilities
	Construction of market facilities through DADPs	0	9 facilities
LIVESTOCK	Introduction of dairy cattle	609 dairy cattle	915 dairy cattle
	Introduction of dairy goats.	20 dairy goats	383 dairy goats
	Construction of livestock facilities:-		

SECTOR	SUB-PROJECT	SITUATION IN 2007	CURRENT SITUATION 2011
	Cattle dips	0	2 Cattle dips
	Chaco-dam	0	1 Chaco-dam
	Livestock market	0	1 Livestock market.
	Improvement of local chicken	0	155 cockerel
	Artificial insemination centres	0	3 centres

Other achievements:-

-) Increased use of improved technologies by farmers especially recommended spacing, improved seeds and use of fertilizer.
-) For instance in year 2010/11, improved seeds distributed to farmers included 984,580 cassava cuttings, sorghum seeds Marcia variety 7,080 kgs and pato variety 10,000 kgs.
-) Increased livestock products for instance increased average milk production per day from 3 litres to 8 litres.
-) Community seed production has facilitated availability of improved seeds to farmers at reasonable price and on time.

Table 3.18 presents the key performance indicators on the agriculture and livestock sector in the council as at 2005 and 2010.

Table 3.18. Key performance indicators on the agriculture and livestock sector in the Council as at 2005 and 2010

Indicator	Measurement Unit	2005	2010	2016 Target
Total arable Land	Sq. Km	5,718	5,577	
Arable Land in use for agriculture	Sq. km	1,096	1,100	1200
Irrigated area	Sq. km	600	886.6	3876.6
Indigenous cattle	No.	6315	10650	40,000
Dairy cattle	No.	609	915	1500
Indigenous goats	No.	15,449	1,9410	25,000
Dairy goats	No	20	383	750
Farmers	No.	87,497	92,342	101,202
Extension Officers	No.	45	62	154
Utilization of fertilizer	bags	25	2,120	5,000
Tractors	No	17	21	24
Power tiller	No	0	50	100
Maize Production	tones	10,132	902	16282
Cashew Production	tones	4,500	2,213.32	3,500
Sesame production	tones	4,486	1,019.0	1,200
Cassava production	tones	51860	17874	59961
Sorghum	tones	6848	3,265	16,793

Strategic SWOCs

Table 3.19: Agriculture and Livestock Development Strategic SWOCs

Strengths	Opportunities
<ul style="list-style-type: none">) Well established administrative structures (Vitongoji- Villages- Wards- District)) Availability of qualified and committed personnel) Availability of working gears (transport facilities and buildings).) Fair distribution of available extension staff) Political stability and social cohesion) Availability of 17 SACCOS which are fairly distributed in all 28 Wards 	<ul style="list-style-type: none">) National policies and guidelines) Financial support from external donors.) Existence of NGOs, Institutions and International organization for supporting the District) Availability of enough fertile land for cultivation and livestock pasture) Presence of potential areas for irrigation and improved rain fed agriculture) Availability of huge number of indigenous livestock.) Availability of enough labour force
Weaknesses	Challenges
<ul style="list-style-type: none">) Inadequate training /refresher course for Extension staff) Inadequate and poor functioning of agriculture infrastructures) Absence of agriculture data management system) Absence of community based village Land use Management Plans in all villages) produces/products 	<ul style="list-style-type: none">) Prevalence of livestock and human diseases including HIV/AIDS) Adverse weather condition (frequent drought)) High prices of agriculture and livestock inputs) Out -break of various livestock diseases (New castle Disease)) Outbreak of diseases including HIV/AIDS) Low production and productivity) Poor post harvest management (storage and processing)) Low price and unreliable market for agriculture and livestock) Poor accessibility of agricultural production areas to the market places

Table 3.20: Agriculture and Livestock Development Strategic Issues

No.	Strategic issue	Underlying causes/Opportunity
1.	Low productivity of agriculture and livestock	<ul style="list-style-type: none">) Poor husbandry practices for agriculture and livestock production) Inadequate availability and accessibility of agriculture and livestock inputs) Inadequate livestock facilities
2.	Low adoption rate of improved technologies trained	<ul style="list-style-type: none">) Low community awareness to development issues) Low economic base of farmers) Poor conceptualization of issues
3.	Inadequate water for irrigation through out the year	<ul style="list-style-type: none">) Inadequate irrigation infrastructures
4.	Small area under cultivation per household	<ul style="list-style-type: none">) Poor farm implements) Small family labour force
5.	Inadequate storage, post-harvest and agro-processing	<ul style="list-style-type: none">) Poor post – harvest reduction technologies) Inadequate processing technologies

Suggestions for improving the Agriculture and Livestock sector in LDC:

-) Increase farmers' efficiency and effectiveness on the use of improved farm implements such as tractors, power tillers and animal power.
-) Increase farmers' accessibility to improved seeds.
-) To improve indigenous breeds.
-) Establishment of reliable water sources for livestock.

- J Formation, strengthening and promotion of farmers groups and cooperative societies/SACCOSs.
- J Improving livestock health, quantity and quality of their products.
- J Increasing yield of food and cash crops.
- J Improving efficiency and effectiveness of extension service delivery.
- J Improving agricultural development planning skills, working environment and monitoring skills.
- J Encouraging the use of irrigation and improved rain fed agriculture.
- J Enabling farmers to develop and manage their own Agricultural enterprise and ensuring reliable markets for agriculture and livestock products.
- J To improve quality and value of agricultural products through post harvest management and agro - processing.
- J Strengthening farmers communication linkages through establishing and use of Ward Resource Centres (WARCs).

3.7 Water Resources Management

The main functions of the water resources management department of the Council are to:

- J Survey, design and construct rural water supply projects
- J Mobilize and educate communities about National Water Policy
- J Train the community on operation and maintenance of rural water supply schemes
- J Make sure that water budgets are used as planned
- J Sensitise rural communities to establish village water committees and keeping the water funds
- J Make follow up of water projects and make suggestions on improvement of water projects

Table 3.21 Implications of National Laws, Policies and Programmes Related to Water Resources Management

No.	Legal/Policy/Programme	Implication for LDC Strategic Plan
1.	Water law of March, 2010	<ul style="list-style-type: none"> - Establishment of water uses entity (WUA, WUG) - Water rights - Functions of different stakeholders
2.	National Water Policy (NAWAPO) 2002	<ul style="list-style-type: none"> - Water resources management - Community ownership management or water project - Private sector's participation
3.	Water sector development programme	<ul style="list-style-type: none"> - Urban water supply and sanitation sub programme - Rural water supply and sanitation sub programme

The main sources of drinking water in the Council are from boreholes, shallow wells and surface water (rivers and springs). Water from boreholes was proved to be free from pathogenic bacteria's. So it is bacteriologically safe for human consumption. Water from rivers and shallow wells are highly polluted, hence needs to be treated or boiled before used for drinking.

The main achievements in the past five years related to water resources management in Lindi District Council are:

-) A total number of 92 shallow-wells are operating
-) A total number of 52 bore-holes out of 53 are operating
-) The four gravity water schemes are operating

In spite of the achievements, the Council is facing an number of challenges such as:

-) Lack of equipment for drilling and testing of boreholes
-) Salinity to some of boreholes
-) Water infrastructure being vandalized by the community

The opportunities open to improving the water resources management sector in the council are;

-) Involvement of private sector in construction of water supply projects
-) Use of surface water such as rivers and springs
-) Use of underground water
-) Rain water harvesting
-) Sensitizing the community on sense of ownership of Water projects

Things to be done to improve the water resources management sector in Lindi District Council are:-

-) Reservation of existing water sources
-) Participation of communities in construction, operation, maintenance and protection of their water supply projects.
-) Establishment of water users entities
-) To educate communities about relationship on water and HIV/ AIDS, hygiene and sanitation issues.

Table 3.22.Key performance indicators on the water resources management sector in the Council as at 2005 and 2010

Indicator	Meas.Unit	2005	2010	2016 Target
% of population accessing clean and safe water	%	25	30.4	60
Daily demand for drinking water	m ³	5,372.05	6,105.925	6,253.8
Daily supply of Drinking water	m ³	1,343	1,856.2	3,753
Water sources- rivers	m ³	62.5	250	525
Water sources- Boreholes	m ³	162.5	312.5	500
Water sources- Shallow well	m ³	437.5	575	500
Water sources- Rain water harvesting	m ³	150	155	1500
Water Distribution network	km	40	60	95
Revenue from water services	no	nil	nil	nil

Table 3.23: Strategic Issues in the Water Resources Management

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
1.	Shortage of water sources	<ul style="list-style-type: none"> - Salinity to the water sources - Destruction of water sources - Some areas are not potential
2.	Poor security water sources	<ul style="list-style-type: none"> - Lack of serve of ownership to the community - Lack of awareness on project management - Sharing of a water source for more than one village
3.	Lack of resources (Human resources, equipments)	<ul style="list-style-type: none"> - Budget constraints - Shortage of staff
4.	Lack of reliable supplies/contractors spare parts within the vicinity	<ul style="list-style-type: none"> - Incapability of local supplies - Lack of awareness - No regular spare parts requirements
5.	Lack of roads/impassable roads	<ul style="list-style-type: none"> - Budget constraints - Lack of community participation

3.8 *Natural Resources and the Environment*

The Council is guided by a number of policies and laws in regarding to Natural Resources.

Table 3.24: National Laws, Policies and Programme

No.	Legal/Policy/Programme	Implication for LDC Strategic Plan
1.	<ul style="list-style-type: none"> - National Fisheries Policy, 1997 - Fisheries Act No.22 of 2003 - Fisheries Regulation, 2010 	<ul style="list-style-type: none"> - Control illegal fishing practices and processing methods. - Promote sustainable utilization of fisheries resources - Development of fishery industry
2.	<ul style="list-style-type: none"> - National Forest Policy, 1998 - Forest Act, No.... of 2002 - Forest Regulations, 2 	<ul style="list-style-type: none"> - Forest management & conservation - Sustainable harvest of forests resources
3.	<ul style="list-style-type: none"> - National Environmental Policy, 1997 - Environmental Management Act, 2004 	<ul style="list-style-type: none"> - Collective protection and conservation of environments - Ensure sustainable development
4.	<ul style="list-style-type: none"> - National Land Policy 1995 - Land Act, No 4 of 1999 - Land Regulations 	<ul style="list-style-type: none"> - Ensure every Tanzanian can access and occupy land - Control land allocation and

No.	Legal/Policy/Programme	Implication for LDC Strategic Plan
	<ul style="list-style-type: none"> - Town Planning Act, of 2007 - Land use Planning Act of 2007 	<ul style="list-style-type: none"> utilization - Protect individuals rights of occupancy - Sustainable development of spatial plans.
5.	<ul style="list-style-type: none"> - National Wildlife Policy - Wildlife Act, No.... - Wildlife Regulations 	-
6.	- National Beekeeping Policy of 1998	- Promote beekeeping industry

Table 3.25 Strategic SWOCs

Strength	Opportunity
<ul style="list-style-type: none"> J Qualified staff J Functioning legal committees J Presence of by-laws J 	<ul style="list-style-type: none"> J Existence of land for residential and investment J Good ocean beaches J Forest resources
Weakness	Challenges
<ul style="list-style-type: none"> J Inadequate staff J Shortage of working equipments J Low level of knowledge in land Act among the residents J Few surveyed plots/areas for needy residents and other uses 	<ul style="list-style-type: none"> J HIV/AIDS J Environmental degradation J Increased Squatter development J Un planned settlement in urban area J Cultural beliefs on customary land tenure in town

Table 3.26: Strategic Issues in Natural Resources and the Environment

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
1.	Proliferation informal settlements	<ul style="list-style-type: none"> J Lack of proper land use plans J Lack of surveyed proper land development J Lack of awareness on proper land development
2.	Illegal fishing activities	<ul style="list-style-type: none"> J Poor fishing activities J Lack of knowledge on sustainable resource management
3.	Continuous draught of water sources	<ul style="list-style-type: none"> J Cutting trees on water source J Human activities on water sources (e.g. Agric, livestock keeping)
4.	Environmental degradation	<ul style="list-style-type: none"> J Shifting cultivation J Charcoal and timber production J Lack of proper land use plans
5.	Poor agriculture produce	<ul style="list-style-type: none"> J Lack of agriculture inputs and tools J Shortage of agriculture extension officers
6.	Human wildlife conflicts	<ul style="list-style-type: none"> J Location of villages along wildlife migration routes

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
) Villages being adjacent to schemes games reserves.
7.	Low production of Beekeeping produces) Lack of awareness to community on potentiality of beekeeping as income generating activity

3.9 Cooperatives and Marketing

The policy and legal framework governing the operations of the department are:

-) Cooperative societies Act No. 20 of 2003
-) Cooperative Development policy 2002
-) Cooperative societies rules 2004
-) Cooperative laws and regulations
-) The cooperative reform and modernization programme (CRMP)

The overall objective or goal of the department

-) Ensure cooperative societies are operating according to cooperative laws and regulation.
-) Increase the number of SACCOS thereby improving the credit facilities in the district.
-) To have improved and sustainable cooperatives that are capable of fulfilling member's economic and social needs.

The main functions of the department

-) Enhancement of formation of cooperatives
-) Facilitate registration process
-) Inspection of cooperative union and societies
-) Offer advisory services
-) To perform extension works
-) To conduct training among cooperative societies staffs, Board members and members how to run cooperative societies.

Table 3.27: Key performance indicators on the cooperatives and marketing management sector in the council as at 2005 and 2010.

Indicator	Measurement unit	2005	2010	2016
Primary cooperative societies registered	No	18	46	51
Agricultural marketing cooperative societies - registered	No	17	20	2
Saving and credit cooperative societies - registered	No	1	26	3
Active membership in societies	No	3119	6075	7000
% of societies with clean (Audited) financial statements	%	100	71.17	100

% of societies with surplus income	%	-	-	85
Total establishment for cooperative officers at the council	No	-	5	12
% of the establishment for cooperative officer filled	%	-	41.6	100

The cooperatives and marketing area in LDC needs the following improvements:

-) To have adequate extension staffs to visit cooperative societies
-) To have reliable transport to enable cooperative officers to visit societies.
-) To provide key statistical data

3.10 Community Development

Main functions of Community Development department are;

-) Awareness creation to the local communities
-) Project formulation
-) Provision of short term loans to economic groups and entrepreneurship skills to the communities
-) Provision of HIV/ AIDS & Gender related issues, knowledge and education to the local communities.

The policies which LDC is obliged to implement in the area of community development are in Table 3.28.

Table 3.28: National Laws, Policies and Programme

No.	Legal/Policy/Programme	Implication for LDC Strategic Plan
1.	<ul style="list-style-type: none">) Community Development policy of 1996) Women and Gender Development of 2000) National Children development policy) National Policy for development care and provision of service to people with disabilities of 2004) National agency policy of 2003) National Development vision 2025 (1997) 	<ul style="list-style-type: none">) Ensure poverty alleviation among communities) Strengthen informal sector) Support vulnerable groups and improve village infrastructure through popular participation) Empower the community to take change of their own development) Women and children affairs and leadership) Gender mainstreaming

Current CD Programs include:

LDC implements the Programs like:

- i. TASAF – (Tanzania Social Action Fund) for running different development projects in the community, such as MJADU, Food Insecurity and Social services projects.
- ii. HIV/AIDS program – (implemented by TACAIDS) this program run different projects concerning HIV/AIDS. There are Home Based Care Projects. Medicines are provided for the people living with HIV/AIDS. It provides food (Nutritious Flower) to the beneficiaries.

iii. Programs for special group development.

This is about Children, Youth, Old people and Women economic empowerment.

LDC provides Loans to Women and Youth for the purpose of initiating income generating activities. In LDC there are economic groups which are facilitated by LDC. Also there is a project concerning MVC (Most Vulnerable Children). LDC provides education about Children rights, to education, food security, good shelter right to protection against all forms of abuse and discrimination.

In implementing the policies, LDC established the mentioned programs for the purpose of brining development in the community. The programs are like TASAF where many activities are implemented like MJADU, Food Insecurity (F.I) and Social services projects.

Also there are HIV/AIDS program, MVC programs and other programs as mentioned earlier. For all policies there are programs to be implemented.

The main types of Community Development activities being implemented by LDC are TASAF projects such as MJADU, Food Insecurity (F.I) and Social Services projects like dispensaries, classes, wells, road construction and rehabilitation and livestock project.

) Moreover, HIV/AIDS where by it has been implemented by TACAIDS as well as provision of loans to economic groups for project development.

) Achievements attained for the past five years are the increase of workers, formation of TASAF, loans provision, number of groups, establishment of VICOBA, CBO's.

Table 3.29: Key performance indicators on the community development sector in the Council as at 2005 and 2010

Indicators	Measurement unit	2005	2010	2016 Target
No of community development officers at the council	No	12	20	38
No of registered women groups	No	180	825	1000

No of registered economic groups	No	477	2060	3000
No of registered youth development groups	No	297	1235	2000
Amount of financial support provided by the Council to empower community dev groups	Tshs	2,500,000/=	10,000,000/=	30,000,000/=

Table 3.30: COMMUNITY DEVELOPMENT - Strategic SWOCs

Strength	Opportunity
<ul style="list-style-type: none">) Community Participation in development activities) Availability of stakeholders) Qualified Staff) Availability of Women and youth groups 	<ul style="list-style-type: none">) Existence of NGO's for rural support) Arable land
Weakness	Challenges
<ul style="list-style-type: none">) No proper system of reporting for NGO's) Insufficient staff) Un unrealistic Budget) Inadequate working facility) Low community awareness on gender) Poor operation for income generating activity) Stigma among community members) Unreliable data for loan issues 	<ul style="list-style-type: none">) HIV/AIDS) Inadequate capital for IGA) Poverty among community members

Suggestions in how Community Development sector can be improved:

-) Increase of the department budget
-) Provision of refresher courses to community development workers
-) Provide transport tools like Motorcycles and vehicles
-) Improve the working environment in order to motivate workers
-) Improve cooperation with other departments and NGO's
-) Establish departmental account in order to speed up services for decision making.

Table 3.31. Strategic Issues in Community Development

NO.	STRATEGIC ISSUES (OUTCOME - ORIENTATON)	UNDERRLYING CAUSED/OPPORTUNITY
1.	Poor participation in community projects	<ul style="list-style-type: none"> - Lack of knowledge on the importance of participating in the development project - Top down planning of development projects - Politics
2.	Harmful practice of traditions and cultural norms	<ul style="list-style-type: none"> - Low income among the member of the family - Lack of community awareness on the prevalence and operationalization of harmful practices
3.	In sustainability of community development groups	<ul style="list-style-type: none"> - Misuse of funds provided from the council - Politics - Lack of entrepreneurship skills - Lack of basis and guide on the formation of economic groups
4.	HIV - Positive people not ready to disclose their status	<ul style="list-style-type: none"> - Community stigma and discrimination - Support given to PLHA is inadequate - Self stigma
5.	Small number of people who participate for VCT	<ul style="list-style-type: none"> - Human character (fear of death) - Community awareness on the importance of VCT - Service providers do not keep secret
6.	Increase of HIV/AIDS infection	<ul style="list-style-type: none"> - Low community awareness on HIV/AIDS - Human behaviour - Low income among the members of the community
7.	Existence of child labour and child abuse among the community members	<ul style="list-style-type: none"> - Poor community
8.	Poor living condition of elders to the community	<ul style="list-style-type: none"> - Lack of community awareness on the rights of elders - Lack of support to elders
9.	Poor living condition among orphans, widows and disabled in the community	<ul style="list-style-type: none"> - Lack of reorganization of orphans, widows and disabled in the community - Poor support to venerable groups - Existence of HIV/AIDS in the

NO.	STRATEGIC ISSUES (OUTCOME - ORIENTATON	UNDERRLYING CAUSED/OPPORTUNITY
		community

3.11 Administration and Personnel

The main functions of administration and personnel department of the council are:

Human Resources Management

1. Human Resource recruitment and selection.
2. Discipline Confirmation and Promotion of Employees
3. Performance management
4. Training and Development.
5. Employees remuneration
6. Terminal benefits
7. Employee's welfare.
8. Occupational health and safety.
9. Counselling
10. Labour mobility
11. Records keeping
12. Interpretation and implementation of schemes of Services
13. Human resource planning.

Administration

1. Administration of Council statutory meeting
2. Management of Councils assets /Properties
3. Public relation (liaison role)
4. Administration and Interpretation of Government, laws policies and regulations
5. Formation and Administration of worker's councils making.

Table 3.32. National Laws, Policies and Programmes Related to Labour

No.	Legal/Policy/Programme	Implication for LDC Strategic Plan
1.	Employment and labour relations Act No.6 of 2004	- Enhance/harmonize industrial relations in the work place (LDC)
	Labour institutions Act 7 of 2004	- Shaping employers behaviour conducted by observing the rules stipulated in the Act.
2.	Public service Act, 2002	- Shaping employers behavior conducted by observing the rules stipulated in the Act.

	Public service Regulations 2003	- Shaping employers behavior conducted by observing the rules stipulated in the Act.
	Public service scheme, 2003	- Shaping employers behavior conducted by observing the rules stipulated in the Act.
3.	Public service, scheme of service 2002	- Efficiency and effectiveness in task performance by outlining the required qualification to enter public service/holding a post.
4.	Standing orders for public service 1994	- Supervision and implementation of adherence to public services, workers right and accountability by observing the rules of the Act.
5.	Mwongozo kuhusu masuala ya ajira katika utumishi wa uuma 2004	- Improve efficiency in service delivery by having right people at the right place and time.
6.	Code of ethics and conduct for public service Jan 2005	- Shaping employee's behaviours and conduct perform to higher standards to achieve international results.
7	National employment policy 2008	- Improve performance and service delivery to the public transparency and accountability qualified staff
8	Public service reform programme	- Improve service delivery by adhering the principles of good governance, capacity building of LDC and facilitate development programs of the council
9	Local Government Reform Programme	- Employing a qualified accountable and a reasonable number of manpower for services delivery to the general public efficiently.

J) The main achievements in the past five year, related to administration and personnel aspects in LDC:

1. Increased number of qualified staff from 40% to 70% up to 2010.
2. New performance Management system (OPRAS) has been introduced and implemented.
3. A total number of 500 employees have been trained either short or long course.
4. Improved of working Conditions/ Working environment.
5. 26 out of 28 ward offices have been built and the other 2 are in the initial stage of construction.
6. Purchases of office furniture and working equipment eg. Computers projectors, Photocopy machines, printers ACS Calculators etc.
7. Building and rehabilitation of employee's residential house.
8. Building and rehabilitation of Council's offices at the Headquarter.
9. Cooperation among employees /employees and councillors, councils and other stakeholders have been improved from 40% to 80%
10. Increased number of statutory meetings from 40% to 80%.

Table 3.33: Key performance indicators on administration and personnel in the Council as at 2005 and 2011

Indicator	Measurement Unit	2005	2011	2016 Target
Official staff establishment	No of staff	1279	1701	1876
Total number of employed staff	No of staff	1180	1453	
Community Development	No of staff	13	23	38
Administration and Personnel	No of staff	225	213	235
Education and Culture	No of staff	795	956	1052
Health	No of staff	17	163	181
Water	No of staff	9	15	21
Finance	No of staff	11	20	25
Works	No of staff	26	32	36
Economy and Trade	No of staff	3	8	11
Natural Resource, Land and Environment	No of staff	25	24	48
Agriculture Livestock development and cooperative	No of staff	44	64	71
Units	No of staff			
(i) Internal Audit	No of staff	1	5	5
(ii) Solicitor	No of staff	0	1	2
Other - Please list	No of staff			

Table 3.34: Administration and Personnel - Strategic SWOCs

Strengths	Opportunities
<ul style="list-style-type: none">) Qualified and experienced staff in Administration department) Availability of working facilities) Clear organisation structure 	<ul style="list-style-type: none">) Existence of by-laws) Existence of public service laws and regulations) Good governance in all sectors
Weakness	Challenges
<ul style="list-style-type: none">) Inadequate of qualified staff) Inadequate working facilities) Out dated organisation 	<ul style="list-style-type: none">) HIV/AIDs pandemic) Political interference on technical issues

structure J Inadequate funds for staff development	J Poor retirement benefits for local government staff.
---	--

J The following were suggested to be done to improve administration of the Council and human resources management in LDC:

- To provide knowledge of understanding rules, laws, regulations that guide them to work.
- Creation of awareness' on HIV/AIDS through departmental meetings and other social gatherings.
- Introduction of incentive and motivational schemes
- Improving working Conditions.
- Searching for new sources of revenues
- Sensitization on Community participation in decision making and project planning.
- Provocation of civic education to the community
- Provision of working tools.
- Expansion and improvement of records section
- Adoption of good and attractive human resource policies.
- Installation of Human Resource information system (HRIS)

Table 3.35: Administration and Personnel - Strategic Issues

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
1.	Shortage of staff and high labour turnover	<ul style="list-style-type: none"> - Non availability of staff in the labour market - Geographical location (poor infrastructure and social service) - Poor working environment/conditions (residential accommodation, office accommodation and working tools).
2.	Lack of incentives and motivational schemes/policies	<ul style="list-style-type: none"> - Lack of enough funds due to (budget ceiling, low revenue collection
3.	Poor records management	<ul style="list-style-type: none"> - Limited space for records section - Lack of qualified records management personnel - Lack of computerized information system
4.	Unqualified staff	<ul style="list-style-type: none"> - Inadequate schemes of service - Limited funds for training - Untrainability of some staff
5.	Poor employee performance	<ul style="list-style-type: none"> - Unskilled labour - Inadequate commitment among staff - Lack of working tools and guidelines - Poor implementation of open performance appraisal system - Inadequate awareness of public service rules and regulations laws

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
		- Non adherence to public service and professional codes of ethics and conduct
6.	HIV and epidemic diseases	- High level of unsafe sexual inter
7.	Poor good governance practices at the grass root	- Lack of funds - Poor community participation - Lack of civic education among the community - Corruption - High illiteracy among community leaders and other stakeholders (wards, villages and sub villages)
8.	Low workers participation in decision making	- Lack of enough skills and knowledge among employees - Selfishness/ dictatorship of some heads of departments

3.12. Land Administration and Management

The main functions of Lands section of the council are:

1. To advice the council on how to use land and its related resources for social and economic welfare of the whole community
2. To supervise implementation of land policy, laws and regulations in the jurisdiction area of the council
3. To prepare strategies aiming at promoting the use of land for the betterment of the community
4. To identify growing centres in order to prepare proper guides to ensure the ongoing executions do not lead to proliferation of informal settlements or slums
5. To prepare land use plans at village and district levels and monitor implementation of the approved plans for enhancement of sustainable development
6. To receive land ownership applications, processing applications and issuance of land ownership to qualified applicants
7. To collect land revenues from stakeholders in the district and depositing to the Ministry account
8. Create awareness to people on the importance of having rights of occupancies for their farms and plots.

3.12.2 National Policy, Laws and Strategies:

No.	Policy/Laws/Strategy	Implication for LDC
1.	<ul style="list-style-type: none">) The national Land Policy 1995) The Land Act, 1999) The Village Land Act, 1999) The Urban Planning Act, 2007) The Land Use Planning Act, 2007) The Strategic Plan for Implementation of Land Laws (SPILL) 	<ul style="list-style-type: none"> - Propose equal access to land to all Tanzanians - Ensure every individual right to acquire land - Ensure rights of village assembly to decide for their land - Ensure Urban land is planned and organized well to bring

		compatibility - Enhances the uses of land to comply proposed and approved plans - Outlines strategies and steps to be undertaken to implement land laws
--	--	---

3.12.3 The achievement of the lands sections in the past five years:

- J Rehabilitation of the Lands Office building having three rooms and purchasing various working facilities for the office which are 1 computer set (desk top), 1 printer, 1 GPS, 2 office tables, 2 office chairs and 1 file cabinet
- J Preparation of 11 town planning drawings each having about 300 plots and taking them to the Director of Human Settlements Division for approval
- J Undertaking a survey for 45 plots at Mtama of which 5 are for erection buildings of the spiritual college and the remains are for settlements and commercial purpose
- J Designing the Hotel sites at Kela Beach, survey the proposed plots and allocating the plots to qualified applicants.
- J Preparation of village land use plans in 26 villages out of 154 in the council
- J Issuance of 40 title deeds to applicants who qualified to be allocated plots for settlements or commercial purposes.

3.12.4 Key performance indicators on Lands section in the council at 2005 and 2010:

Indicators	Measurements Unit	2005	2010	2016 Target
No of land technocrats	No.	1	3	5
No of approved T.P Drawings	No.	1	11	30
No of surveyed plots and farms	No.	25	120	1000
No of villages with whose boundaries are surveyed	No.	0	125	154
No of villages with village land use plans	No.	0	26	154
No of people owning land with title deeds	No	25	80	1000
No of working facilities and equipments in the land office	No	3	10	20
Amount of cash collected by the land office	Tshs	3,000,000/=	15,000,000/=	30,000,000/=

3.12.5 Land Administration and Management - Strategic SWOCs

Strength	Opportunity
J Availability of potential land for	J Presence of plots demands for

settlements, commercial and investment purposes J Availability of personnel in the lands office	different uses J Ability of any person to apply and own land
Weakness	Challenges
J Rigidness of villagers to accept investors J Low financial capability of people to own land J Lack of awareness among the people to own land	J Inadequate budget of the Lands office J High cost for preparing plots

3.12.6 Strategic Issues in the Lands sections:

No.	Strategic Issues	Underlying cause/opportunity
1.	Underutilization of available potential land	<ul style="list-style-type: none"> - Low financial capability of the people - Allow investors to develop such areas
2.	Insufficient personnel in the lands office	<ul style="list-style-type: none"> - Geographical location of the council - Scarcity of personnel in the labour market - Introduction of motivational scheme
3.	Proliferation of slums/informal settlements	<ul style="list-style-type: none"> - Lack of surveyed plots to be issued whenever individual applies - Introduction of PPP in facilitating plot survey
4.	Lack of District Land Use Plan	<ul style="list-style-type: none"> - Lack of funds to facilitate preparation of the plan
5.	Inefficient of the Ward and Village Land Tribunals	<ul style="list-style-type: none"> - Lack of training to appointed members - Decrease of land conflicts and matters
6.	Failure of village councils' to provide customary rights of occupancy	<ul style="list-style-type: none"> - Lack of land registries and other facilities in our villages - Increase number of people who can pay land rent and reduce poverty
7.	Failure of the lands personnel to control land uses	<ul style="list-style-type: none"> - Lack of reliable transport for the office

3.13. Business and Trade

The Main Function of Business and Trade Department of the council are:

1. To receive and attend all Business Licence Application Forms and make sure that every application is in such a form/manner as required by the Licensing Authority before issuing licence.
2. To issue Business and/ or Liquor Licences to approved applicants.
3. To make frequent Business Licence inspection so that business Licence on a fair and equal basis by every body following the Laws and policies which govern business activities.
4. To supervise implementation of the Laws and give the right translation of all Laws and policies governing various Business Activities.
5. Providing Business Education to the Community as well as giving information about surrounding opportunities.
6. Monitoring of income collection from Business Activities such as Hotel Levy and Licence Fees.

Main relevant national and sectoral laws, policies and programmes are:

1. Business Licence Act, No. 25 of 1972
2. Intoxicating Liquors Licence Act, No. 28 of 1968
3. The Hotel levy Act, No. 23 of 1972
4. The National Trade Policy of 2003

Table 3.35 - Key performance indicators on business and trade in the Council as at 2005 and 2010.

Indicator	Meas . Unit	2005	2010	2016 Target
Total number of licensed and informal Businesses				
1. Retail shops - Licensed	No	158	276	414
2. Kiosks - Licensed	No	167	538	700
3. Milling Machines Licensed	No	75	147	191
4. Buying Agr. Products - Licensed	No	15	36	36
5. Timber - Licensed	No	10	19	19
6. Medical stores - Licensed	No	16	29	32
7. Petrol stations - Licensed	No	11	21	25
8. Guest House - Licensed	No	12	26	29
9. Others -list - Licensed	No	6	24	27
Projected Revenue from business and trade	Shs.	1,000,000	17 Mil.	25,000,000
Actual Revenue from business and trade	Shs.	3,606,500	7.3 Mil.	-
Council's Direct Financial support planned to support the business and trade sector's development	Shs.	4,435,000	11,106,000	20,000,000
Council's Direct Financial support actually provide to support the business and trade sector development	Shs	4,500,000	4,500,000	4,500,000

Business can be improved simply by improving working conditions of the Business and Trade Department by providing:-

-) Transport
-) Adequate funds
-) Work Appreciation

3.14 Finance Department

The main functions of the finance department are:

-) Advising the Council on all Financial matters
-) Preparing annual estimates of income and expenditure, in conjunction with Heads of Departments.
-) Maintaining a sound accounting system and the safekeeping of all supporting records.
-) Preparation of regular reports to Council on the progress of actual expenditure and income compared to budget, and making recommendations for balancing levels of income and expenditure.
-) Producing annual accounts and accompanying financial statement
-) Ensuring an effective system of internal control is operated, including the writing and (subsequent revision) of detailed financial procedures, the presenting to Finance Committee of those procedures for their approval, and their distribution to heads of departments.
-) Being the training officer on all aspects of financial management for the council.

The main national and sectoral laws, policies and programs which LDC is obliged to implement its Financial Management Operations are:

-) Local Government Finances Act 1982
-) Local Authority Financial Memorandum 1997
-) International Public Sector Accounting Standards (IPSAS)

In this respect, the Council has;

-) Employed qualified Accountants in the field
-) Conducted special training to Council revenue collection agents
-) Implemented internal control system as required by the Local Authority Finance Act 1982

The council has planned to train all staff in the department on IPSAS by June 2010.

Main achievements in the past 5 years:

-) The council obtained unqualified Audit opinion from the Controller and Auditor General in the Financial year 2005/2006 and has never obtained an adverse opinion since then.
-) The Council has also improved the domestic collections from a revenue figure of Tshs. 307,215,314/= in 2004/2005 To Tshs. 831,097,508/= in the year 2010/2010.

Table 3.36: Performance indicators on financial management in the Council as at 2005 and 2011

Indicator	Measurement Unit	2004/2005	2010/2011	2015/2016 Target
Financial requests to Government	Tshs.	6,920,812,006	11,222,087,602	26,485,940,145
Financial allocation by the Government	Tshs.	6,213,088,402	10,312,808,204	26,485,940,145
Internally generated revenue	Tshs.	307,412,789	634,761,051	1,272,000,000
Donor Funding		472,920,000	783,901,013	1,546,672,000
Clear Audit certificates for past 5 years	Number	Nil	4	5

Challenges facing financial management in the council

-) Low level of production in the region and frequent economic decline therein often hinders goals attainment in terms of domestic revenue performance.
-) Insufficient accounting staff
-) Lack of working facilities, e.g.; Integrated Accounting Systems, Computers, full time and reliable networks, etc.

Opportunities available for improving financial management in the council are;

-) Pursuing various sources of funding
-) Computerisation of financial operations

How to improve financial management in the Council:

-) The internal control system should be strengthened by enhancing independence of the internal audit function.
-) There should an improvement in the yearly budget allocation for training section, thus, the provision for training on aspects of financial management should intend to benefit all functions of the Council and not merely the accounting section.

4. VISION, MISSION, FUNCTIONS AND CORE VALUES

4.1 Introduction

The Vision statement of LDC highlights the future situation or success to be realized through the Strategic Plan and reflects closely the aspirations of the principal stakeholders. The Mission statement describes how the vision will be realized in terms of the basic purpose and business of the Council. In addition, a set of broad principles or values has been developed to guide the implementation of the activities in the Strategic Plan in line with the mission and vision statements. Furthermore, the stakeholders of the Council developed a theme to be used as a motto for the staff and councillors in catalysing the implementation of the strategic plan.

4.2 Vision Statement

The vision of Lindi District Council is:

To become an accountable Local Authority that is successful in empowering communities and the people in meeting their basic needs through effective social and economic services

4.3 Mission Statement

The mission of Lindi District Council is:

To provide quality, affordable and equitable social and economic services and to eradicate poverty through community and stakeholders' participation and good governance

4.4 Functions

The mission is elaborated by the following functions of the Council:

- (i) To maintain and facilitate maintenance of peace, order and good governance within its area of jurisdiction;
- (ii) To promote the social welfare and economic well-being of all persons within its area of jurisdiction;
- (iii) To control and improve agriculture, trade, commerce and industry;
- (iv) To further and enhance health, education, and social, cultural and recreational life of the people;
- (v) To relief poverty and distress, and assist life of young, the aged and disabled;
- (vi) To mobilise, and fight poverty, diseases and ignorance;
- (vii) To promote and ensure democratic participation in, and control of decision-making by the people concerned;
- (viii) To establish and maintain reliable sources of revenue and other resources in order to enable the Local Government Authority perform its functions effectively;
- (ix) To foster co-operation with civic groups and other persons and authorities;
- (x) To accord due recognition to and promote gender awareness;
- (xi) To provide for the protection and proper utilisation of the environment for sustainable development.

- (xii) To formulate, co-ordinate and supervise the implementation of all plans for the economic, commercial, industrial and social development in the area of jurisdiction.

4.5 *Guiding Principles or Values*

The following principles and/or values shall guide the conduct of Councillors and officers in the conduct of activities related to implementation of the Strategic Plan.

<p><i>Openness</i> <i>Honesty</i> <i>Integrity</i></p>	<p>Every LDC officer shall: Be fair, open, truthful intellectually honest and free of conflict of interest: and, shall Conduct himself/herself in such a manner as will protect council’s integrity and enhance the confidence of the public in the council.</p>
<p><i>Ethical Behaviour</i></p>	<p>For the purposes of enhancing public confidence every LDC officer shall observe the highest standard of ethical behaviour at all times when he/she runs a council function</p>

4.6 *Theme*

The motto of Lindi District Council is:

<p>Quality and affordable services for the people of Lindi</p>
--

5. KEY RESULTS AREAS, STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS

5.1 Key Result Areas, Strategic objectives and Performance indicators

Key result areas are the areas that people have the right to expect results from the council, and hence the need for council to focus on such areas for results. These key result areas, strategic objectives and performance indicators were developed during the stakeholders' workshop.

5.2 Strategies and Timing

The time horizon of this Strategic Plan is three (5) years, starting 2011/2012 – 2015/2016. The strategies set out in the plan correspond to respective departments or service areas in the council. When developing strategies for each strategic objective, logical sequencing of events was observed in line with Means-and Ends relationship. Hence strategies were developed in such a way that upon their implementation will lead to the achievement of strategic objectives and each strategic objective has been broken down into a number of strategies in order to achieve a particular objective in question. Strategies for each service area in the council are given in Table 5.1.

Areas, Strategic Objectives, Strategies and Targets

ICES

Strategies	Targets	Responsible department
<p>) Acquire medical equipments and drugs</p>	<p>) Availability of medical facilities and supplies by June 2016</p> <p>) At least 80% of TB patients are detected and correctly treated by DOTS both in health facilities and community by June 2016</p> <p>) Percentage of children under 5 years of age with fever receiving appropriate treatment within 24 hours of onset for fever increased from 28% to 80% by 2016</p> <p>) At least 10% (250 cases) of mental cases are reduced in the district by June 2016</p> <p>) All health facilities by levels have at least 80% constant supply of medical and diagnostics supplies, medicine, vaccines and hospital equipments by June 2016</p> <p>) All health facilities by levels have at least 80% constant supply of medical and diagnostics supplies, medicine, vaccines and hospital equipments by June 2016</p> <p>) All dental clinics are equipped with state of the art equipment, instruments, materials and supplies.</p>	<p>) Health department</p>

Strategic Objective	Strategies	Targets	Responsible department
		<p>health facilities and community by June 2016</p> <ul style="list-style-type: none">) At least 50% of health facilities should provide screening for oral care, eye and deworming at 20 Primary schools by 2015) At least 50% to HIV exposed babies receive HIV testing within the first 18 months of life (DNA/PCR or Antibody test) by June 2016) All dental clinics are equipped with state of the art equipment, instruments, materials and supplies by June, 2016) All health facilities by levels have at least 80% constant supply of medical and diagnostics supplies, medicine, vaccines and hospital equipments by June 2016) Material resources necessary for emergency preparedness and response available at all level by June 2015) 75% of HIV+ women of reproductive are attending CTC receive FP services by June 2016) At least 80 – 100 therapeutic coverage of all eligible population covered with mass NTD medicine administration campaigns by June 2016) At least 50% of health facilities should provide emergency oral health care services and in addition the district hospital should provide oral care services 	

Strategic Objective	Strategies	Targets	Responsible department
		<ul style="list-style-type: none"> <li data-bbox="951 277 1549 451">) At least 80% of all HIV+ pregnant women and their babies receive Antiretroviral prophylaxis to prevent mothers to children transmission by June 2016 <li data-bbox="951 464 1549 716">) All health facilities are equipped with appropriate equipment, medicines and medical supplies for screening, diagnosis and treatment of non-communicable diseases according to the National Minimum Standard (NMS)levels by June 2016 <li data-bbox="951 729 1549 797">) Laboratory confirmed malaria case increase from 50% to 70% by June 2016 <li data-bbox="951 810 1549 878">) Care and treatment services provided to all PLHA by June 2016 <li data-bbox="951 891 1549 959">) All CTCs screening PLHIV for TB by June 2016 <li data-bbox="951 972 1549 1057">) Community have accessibility to eye care supplies and consumables by June 2016 <li data-bbox="951 1070 1549 1170">) 75% of HIV+ women of reproductive are attending CTC receive FP services by June 2016 <li data-bbox="951 1183 1549 1284">) At least 80% of all HIV+ pregnant women and their babies receive Antiretroviral by June 2016 <li data-bbox="951 1297 1549 1388">) Community have accessibility to eye care supplies and consumables by June 2016 	

Strategic Objective	Strategies	Targets	Responsible department
		<ul style="list-style-type: none">) At least 50% of health facilities should provide emergency oral health care services and in addition the district hospital should provide oral care services by June 2014) All dental clinics are equipped with state of the art, equipment, instruments, materials and supplies by June 2016 	
	<ul style="list-style-type: none">) Rehabilitation of health facilities 	<ul style="list-style-type: none">) 15 health facilities rehabilitated by June 2016) 70% of health facilities have adequate safe water supply by June 2016) 6 staff houses , and 6 dispensaries constructed by June 2016 	<ul style="list-style-type: none">) Planning department) Health department
	<ul style="list-style-type: none">) Awareness creation on the importance of Community Health Fund CHF 	<ul style="list-style-type: none">) At least 500 numbers of poor and vulnerable older people supported and enrolled pre-payment, exemptions and waives schemes and socially rehabilitated and resettled by June 2016) Council has functional CHSBs and HFGCs (Board present according to the guideline number of meeting minute's available activities, decision made by the board activities planned for the CHSB and HFGCs by June 2015) All health facilities management teams prepare and submit monthly financial 	<ul style="list-style-type: none"> - Administration Department - Health department

Strategic Objective	Strategies	Targets	Responsible department
		<p>report to CHMT and copied to Health Facilities Committee and village council by June 2015</p> <ul style="list-style-type: none">) 80% of the Community are aware and contribute to CHF by June 2016) Community awareness on Elderly and people with disabilities increased from 20% to 35% by June 2015) 70% of the community own and use toilets by June 2016) Percentage of children under 5 years of age with fever receiving appropriate treatment within 24 hours of onset for fever increased from 28% to 90% by 2016) All health facilities have a functional health management information system (HIMS)including Human Resource for Health information system (HRIS) by June 2016) Skilled staff increased by number from current level to at least 30% by June 2016) Skilled staff increased by number from current level to at least 10% by June 2014) Develop incentive package to attract and retain skilled staff by June 2016) At least 30% of community members are reached by essential and effective health promotion and education messages addressing NCDs (e.g. healthy life styles, appropriate health seeking behaviour) by June 2016 	

Strategic Objective	Strategies	Targets	Responsible department
	<ul style="list-style-type: none"> <li data-bbox="527 266 936 375">) Sensitize the community on communicable diseases e.g. cholera <li data-bbox="527 597 936 667">) Improved customer care services 	<ul style="list-style-type: none"> <li data-bbox="942 266 1570 375">) 80% of wards should have at least 50% of community health workers trained on community IMCI by June, 2016 <li data-bbox="942 380 1570 488">) At least 0.5% of budget allocation is used for short and long term training to address skills gaps by June 2015 <li data-bbox="942 493 1570 570">) Decreased number of disciplinary action to health workers <li data-bbox="942 574 1570 634">) Develop incentive package to attract and retain skilled staff by June 2016 <li data-bbox="942 639 1570 716">) Develop incentive package to attract and retain skilled staff by June 2016 <li data-bbox="942 721 1570 862">) All health facilities have a functional health management information system (HIMS) including Human Resource for Health information system (HRIS by 2016 <li data-bbox="942 867 1570 976">) Vitamin A supplementation and deworming reach at least 90% of children under five year by June 2016 <li data-bbox="942 980 1570 1089">) All new and 50% of promoted staff at all levels are oriented on their roles and responsibilities by June 2014 <li data-bbox="942 1094 1570 1203">) 50% of wards should have at least 50% of community health workers trained on community IMCI by June 2016 <li data-bbox="942 1208 1570 1268">) Increased number of attendants to health facilities by June, 2016 <li data-bbox="942 1273 1570 1349">) Skilled staff increased by number from current level to at least 70% by June 2016 <li data-bbox="942 1354 1570 1414">) All health facilities are supervised and supervision reports copied to facility in 	

Strategic Objective	Strategies	Targets	Responsible department
		<p>charges by CHMT or cascade supervisors quarterly by June 2016</p> <p>) Change of attitude among Health workers Corruption free environment enhanced in 44 health facilities by June 2016</p> <p>) Council has functional CHSBs and HFGCs (Board present according to the guideline number of meeting minute's available activities, decision made by the board activities planned for the CHSB and HFGCs by June, 2016</p> <p>) 70% of health facilities have adequate safe water supply by June 2016</p> <p>) Council has functional CHSBs and HFGCs (Board present according to the guideline number of meeting minute's available activities, decision made by the board activities planned for the CHSB and HFGCs</p> <p>) Maternal and child health indicators improved from 60%-90% by June 2016</p> <p>) Number of MVC/OVC identified increased from current number of 2800 and access care, support and protection by June 2016</p> <p>) Council advocate and implement community based health interventions (cIMCI, cBPM, PHAST, VHD, cHBC, etc) by June, 2016</p>	

Strategic Objective	Strategies	Targets	Responsible department
		<ul style="list-style-type: none">) All traditional practitioners and healers adhere to National guideline by June 2016) Skilled staff increased by number from current level to at least 10% by June 2016 	
	<ul style="list-style-type: none">) Control cases of Malaria, schistosomiasis and filariasis 	<ul style="list-style-type: none">) Anti-Malaria drugs availability increased by 10% by June 2016) PTP1 and IPT2 uptake for pregnant women raised from 65% to 85% by June 2016) At least 80% of households in the district use ITNs/LLINs properly by June 2016) Increased coverage of under fives sleeping under ITNs from 26% to 80% by June 2016) All case diagnosed with malaria are appropriately managed with anti malarias by June 2015) Increased coverage of under fives sleeping under ITNs from 26% to 80% by June 2016) IPTP1 and IPT2 uptake for pregnant women raised from 65% to 80% by June 2016) Reduction of morbidity due Malaria, schistosomiasis, filariasis reduced) Laboratory confirmed malaria case increase from 50% to 70% by June 2016) Laboratory confirmed malaria case increase from 50% to 70% by June 2015 	<ul style="list-style-type: none"> - Health department

Strategic Objective	Strategies	Targets	Responsible department
		<ul style="list-style-type: none">) Increased ownership of LLINS/ITN in vulnerable groups (under 5 and pregnant women.) Increased coverage of under fives sleeping under ITNs from 26% to 95% by June 2016) Laboratory confirmed malaria case increase from 50% to 90% by June 2016) All case diagnosed with malaria are appropriately managed with anti malarias by June 2016) At least 80% of households in the district use ITNs/LLINs properly by June 2016 	
	<ul style="list-style-type: none">) Advocacy and implementation of environmental health legislations.) Improvement of the standard of hygiene and sanitation 	<ul style="list-style-type: none">) Environmental health in all households and business places Improved by June 2016) Supportive supervision and inspection by 2015) At least 30% of community members are reached by essential and effective health promotion and education messages addressing NCDs by June 2016) 90% of households consume iodated salt) Proper disposal of solid and liquid wastes) All health facilities have appropriate medical waste management by June 2016) All health facilities have appropriate medical waste management by June 2016) Number of household using toilets 	-

Strategic Objective	Strategies	Targets	Responsible department
		<p>increased from 90% - 100% by June 2016</p> <ul style="list-style-type: none">) Number of households with permanent sanitary latrines increased from 47% to 83% by June 2016) Proper disposal of hazardous wastes (solid and liquid) by 2015) Water, hygiene and sanitation related disease reduced from 60% to 20% by June 2016 	
	<p>) Reduction of mortality rate among children and pregnancy women.</p>	<ul style="list-style-type: none">) 60% of health facilities provide Kangaroo mother care by June 2016) Increased modern contraceptive prevalence rate from 20% to 70% by June 2016) 80% of health centre and dispensaries provide Basic EmOC by June 2016) Immunization coverage for DTP-HepB-Hib and measles above 90% in 90% of the district by June 2016 <p>All health facilities by levels have reliable communication and transport facilities improving access, reporting and referral services by June 2016</p> <ul style="list-style-type: none">) Increased ANC attendance for four visits from 64% to 80% by June 2016.) Increased coverage of deliveries at health facilities from 47% to 60% by June 2014) 70% of health centre and dispensaries provide Basic EmOC by June 2016. 	-

Strategic Objective	Strategies	Targets	Responsible department
		<p>) 1 Council Designated Hospital and 17% of health centres provide Comprehensive EmOC by June 2015</p> <p>) Increased modern contraceptive prevalence rate from 20% to 60% by June 2014</p> <p>) 75% of health facilities provide essential new born care by June 2016</p> <p>) All health facilities by levels have reliable communication and transport facilities improving access, reporting and referral services by June 2016</p> <p>) At least 50% to HIV exposed babies receive HIV testing within the first 18 months of life (DNA/PCR or Antibody test) by June 2015.</p> <p>)</p> <p>) 1 Council Designated Hospital and 17% of health centres provide Comprehensive EmOC by June 2016</p> <p>) 1 District hospital has unit/room for the care of neonates by June 2016</p> <p>) Immunization coverage for DTP-HepB-Hib and measles above 90% in 90% of the district by June 2014</p> <p>) 75% of health facilities provide essential new born care by June 2015</p> <p>) 50% of health facilities provide Kangaroo</p>	

Strategic Objective	Strategies	Targets	Responsible department
	<p data-bbox="527 415 911 490">) Improvement of child and maternal health</p> <p data-bbox="527 1109 873 1216">) Increase number of delivery equipment to all health facility</p>	<p data-bbox="947 269 1318 302">mother care by June 2016</p> <p data-bbox="947 310 1545 417">) Immunization coverage for DTP-HepB-Hib and measles above 90% in 90% of the district by June 2016</p> <p data-bbox="947 425 1528 532">) Vitamin A supplementation and deworming reach at least 90% of children under five year by June 2016</p> <p data-bbox="947 540 1528 649">) Mortality rate of pregnancy and children reduced from 203/100,000 to 150.3/100,000 by June 2016</p> <p data-bbox="947 657 1535 800">) At least 50% to HIV exposed babies receive HIV testing within the first 18 months of life (DNA/PCR or Antibody test) by June 2014</p> <p data-bbox="947 808 1556 883">) Increased coverage of deliveries at health facilities from 47% to 60% by June 2015</p> <p data-bbox="947 891 1549 1099">) Council establish continuous health promotion prevention and control of diseases at disabilities at community and healthy facilities (Health talks in RCH clinics IEC material and advocacy) by June 2015</p> <p data-bbox="947 1107 1549 1182">) Increased ANC attendance for four visits from 64% to 80% by June 2014</p> <p data-bbox="947 1190 1539 1265">) Increased ANC attendance for four visits from 64% to 80% by June 2016</p> <p data-bbox="947 1273 1528 1364">) Increased coverage of deliveries at health facilities from 47% to 80% by June 2016</p> <p data-bbox="947 1372 1409 1404">) Vitamin A supplementation and</p>	

Strategic Objective	Strategies	Targets	Responsible department
		<p>deworming reach at least 90% of children under five year by June 2014</p> <p>) All health facilities by levels have reliable communication and transport facilities improving access, reporting and referral services by June 2016</p> <p>) Increased ANC attendance for four visits from 64% to 80% by June 2015</p> <p>) Increased number of pregnancy woman delivery at health facility</p> <p>) Increased coverage of deliveries at health facilities from 47% to 60% by June 2016</p> <p>) Increased ANC attendance for four visits from 64% to 80% by June 2016.</p> <p>) Availability of delivery equipment</p> <p>Increased coverage of deliveries at health facilities from 47% to 60% by June 2016</p> <p>) Maternal mortality rate reduced</p>	
	<p>- To ensure vaccination outreach and mobile services being conducted</p>	<p>) 98%of children vaccinated by June 2016.</p> <p>) Increase immune to 98% by June 2016</p> <p>Community have accessibility to eye care supplies and consumables by June 2016</p> <p>) Increase in number of children vaccinated</p>	-

KRA: EDUCATION

Strategic Objective	Strategy	Targets	Responsible department
TEACHING AND LEARNING ENVIRONMENT IMPROVED) Training and upgrading existing teachers) Number of trained teachers increased from 20 teachers to 45 teachers by June 2016	Primary Education department
) Construction of new classrooms	Number of classrooms increased from 749 to 1124 by June 2016 Enrolment rate increased from 43484 to 44,500 by June 2016	Council Primary Education department
) Community sensitization on the importance of education for their children	Attitude towards education improved Capacity of secondary Department staff on the impact of HIV/AIDS infections enhanced by the year 2016	District Council Lawyer
	Primary access to primary education improved from 123 to 130 By 2016	- Number of classrooms increased from 749 to 1124 by June 2016 - Enrollment rate improved from 43484 to 44500 by June 2016	- Primary education department of planning
	Allocate funds	- Amount of funds allocated increased	- Council - Education department
	- Council to train teachers and non-teachers - Council to locate enough funds - Access to secondary improve from 15 to 27 by 2016	- Number of trained teachers and non teachers Attending in-service increased from 50 to 100 by June 2016	- Council - Secondary department
	Construction of laboratories and dormitories	- Number of classrooms increased from 175 to 392 by June 2016 - Number of laboratories increased from 3 to 24 - Secondary school buildings	- Council - Secondary department

Strategic Objective	Strategy	Targets	Responsible department
		Improved in 23 secondary schools by June 2015	
) Capacity building to Ward Education coordinators) Education coordinators performance increased	- Education - Council
	Council constructs classrooms to the centres of Adult education	- Classrooms for adult education built	- Council
	Allocation of fund funds for adult education	- Funds allocated	- Education - Council
	Access to Vocational training improved) Vocational teachers trained	- Education - Council
	Council to allocate fund Council buy text books for Pre-primary schools Quality to Pre-primary school improved from 92 to 123 by June 2016	- Fund allocated - Number of text books available for pre-primary schools	- Primary education - council
	Council to conduct in-service training	- Number of teachers trained for pre-primary school available	- Primary education - council
	Council to provide incentives to teachers (houses, promotions, in-service training)	- Good performance of teachers improved - Teachers motivation rate raise	- Primary education - council
	Council to provide reference books for Library service Quality to primary school improved from 4769 to 11200 by June 2016	- Number of books in school increased - Altitude to reading books increased from 1:4 to 1:1 by June 2015	- Primary education - council
	Council allocate funds for buying text books	- Number of text books in school increased - Pupils books rates increased from 1:4	- Primary education - council

Strategic Objective	Strategy	Targets	Responsible department
		to 1:1 by June 2016	
	Council employer trained teachers	- Number of trained teachers increased from 20 to 45 by June 2016	- Council
	Council provide incentives to teachers	- Good performance of teachers imported	- Council
	Council allocate fund for buying text books Quality of secondary education improved from 31 to 40 By June 2016	- Number of text books increased from 1:7 to 1:1 by June 2016	- Secondary education department - Council
	Council allocates fund for buying reference books for Library services	- Active library service in secondary schools - Altitude of reading books raised among students - Learning Environment in 23 Secondary School in the District improved by 2015 - Secondary school buildings Improved in 23 secondary schools by June 2015	- Secondary education department - Council
	Council employ qualified teachers	- Number of qualified teachers increased from 776 to 1112 by June 2016 - Performance increased	- Secondary education department - Council
	Council provides incentives to teachers e.g. houses	- Motivation rates of teachers increased - Performance rate improved from 268 houses to 285 by June 2016	- Secondary education department - Council
	Council allocate fund for buying laboratories equipment	- Number of well equipped laboratories increased from 3 to 28 by June 2016	- Secondary education

Strategic Objective	Strategy	Targets	Responsible department
		- Funds allocated	department - Council
	Council allocate fund to facilitate inspectorate activities.	- Funds allocated Tshs 10,000,000/= to 20,000,000 by June 2016 - Number of school inspected increased from 65 to 125 by June 2016	- Secondary education department - Council
	Council provide funds to purchase text books Quality of adult education improved from ... by June 2016	- Number of books increased from 4769 to 19076 by June 2016 - Funds allocated	- Primary education department
	Council allocate fund for training of facilitators	- Number of facilitator increased from 11 to 25 by June 2016	- Primary education department - Council
	Council provide incentives	- Motivation rate of teachers increased - Performance improved	- Primary education department - Council
	Council allocate funds for purchasing learning equipments Quality of vocation training improved from 65,000,000/= to 95,000,000/= by 2016	- Funds allocated from 65,000,000/= to 95,000,000/= by June 2016 - Learning & teaching equipment available	-
	Council purchase text books	- Number of text books purchase increased from 4769 to 19076 by June 2016	-
	Council provide training to teachers	- Number of trained teachers increased from 20 teachers to 45 by June 2016	-

KRA: AGRICULTURE AND LIVESTOCK

Strategic objectives	Strategy	Targets	Responsible department
<p>AGRICULTURE AND LIVESTOCK PRODUCTION AND PRODUCTIVITY IMPROVED</p>	<p>- Technology improvement to livestock keepers and farmers</p>	<p>- 7500 farmers trained on improved agricultural technologies by the year 2016 livestock keepers increased from 6200 in 2010/10 to 10000 by the year 2015/16 - 2500 livestock keepers trained on improved agricultural technologies by the year 2016 The capacity of new 45 agricultural extension staff and 100 farmers on Agricultural technical skills enhanced by the year 2016</p>	<p>Agriculture/Livestock and Cooperatives Agriculture/Livestock and Cooperatives</p>
	<p>- Provision of technical assistance to extension staffs in various aspects Increase the number of extension staffs with agriculture and livestock updated knowledge and skills from 45 to 62</p>	<p>- 62 extension staff receive refresher course for updating their knowledge by the year 2016 The capacity of new 45 agricultural extension staff and 100 farmers on Agricultural technical skills enhanced by the year 2016 The capacity of new 45 agricultural extension staff and 100 farmers on Agricultural technical skills enhanced by the year 2016</p>	<p>Agriculture/ Livestock and Cooperatives</p>
	<p>- Encourage the use of irrigation and improve rain fed agriculture Increase number of agriculture and livestock facilities from 21 to 39 by the year 2016</p>	<p>- 6 traditional irrigation schemes improved by the year 2016</p>	<p>Agriculture/ Livestock and Cooperatives</p>

Strategic objectives	Strategy	Targets	Responsible department
	- Improve market for agriculture and livestock produces/products	- 6 market facilities constructed by the year 2016	Agriculture/ Livestock and Cooperatives
	- Reduction of post- harvest losses	- 5 storage facilities constructed by the year 2016	Agriculture/ Livestock and Cooperatives
	- Improve livestock health through vector control	- 2 cattle dips constructed by the year 2016	Agriculture/ Livestock and Cooperatives
	- Improve hygiene of meat consumers and quality of livestock products	- 3 slaughter slabs constructed by the year 2016	Agriculture/ Livestock and Cooperatives
	- Strengthening use of animal power to improve livelihood of farmers	- 2 oxen centre established by the year 2016	Agriculture/ Livestock and Cooperatives
	- Strengthen mechanization in agriculture	- 6 tractors available by the year 2016	Agriculture/ Livestock and Cooperatives
	Increase mechanization in agriculture by introducing tractors, power tillers, and crop processing machines	- 150 power tillers available by the year 2016	Agriculture/ Livestock and Cooperatives
		- 20 processing machines available by the year 2016	Agriculture/ Livestock and Cooperatives
	- Improve cashew production through emphasis on new plantings Increase the number of new tree crops plantings from 200,000 to 600,000 by the year 2016	- 300,000 new cashew seedlings transplanted by the year 2016	Agriculture/ Livestock and Cooperatives
	- Improve production of coconut through emphasis on new plantings	- 200,000 new coconut seedlings transplanted by the year 2016	Agriculture/ Livestock and Cooperatives
	- Improve production citrus and mango fruits through emphasis of new plantings	- 100, 000 new fruit seedlings transplanted by the year 2016	Agriculture/ Livestock and Cooperatives

Strategic objectives	Strategy	Targets	Responsible department
	- Strengthen production of cassava Increase number of groups engaged in root and tuber; legumes, and oil seeds crops from 67 to 150 by the year 2016	- 100 groups engaged in cassava production by the year 2016 Production of cassava increased from 1 ton in 2011 to 3 by the year 2015 Basic DADG	Agriculture/ Livestock and Cooperatives
	- Strengthen production of legumes	- 30 groups engaged in legume production by the year 2016	Agriculture/ Livestock and Cooperatives
	- Strengthen production of oil seeds	- 20 groups engaged in oil seed production by the year 2016	Agriculture/ Livestock and Cooperatives
	- Animal diseases control Reduce mortality rate of livestock by the year 2016	- Reduce mortality rate for cattle from 30% to 15% by the year 2016	Agriculture/ Livestock and Cooperatives
		- Reduce mortality rate for shoats from 35% to 20% by the year 2016	Agriculture/ Livestock and Cooperatives
		- Reduce mortality rate for chickens from 52% to 30% by the year 2016	Agriculture/ Livestock and Cooperatives
	- Improve genetic potential of indigenous cattle The number of indigenous cattle improved from 360 to 800 by the year 2016	- 440 indigenous cattle improved by the year 2016	Agriculture/ Livestock and Cooperatives
	- Improve availability of animal protein Increase the number of livestock introduced from 664 to 1664 by the year 2016	- 200 exotic bred cattle introduced by the year 2016	Agriculture/ Livestock and Cooperatives
		- 360 exotic bred goats introduced by the year 2016	Agriculture/ Livestock and Cooperatives
	- Reduce conflicts and assurance of carrying capacity of available land Increase	- 7 villages range lands demarcated by the year 2016	Agriculture/ Livestock and Cooperatives

Strategic objectives	Strategy	Targets	Responsible department
	number of village with demarcated range land from 18 to 25 by the year 2016		
	- Ensure efficient and effective extension service delivered Improve extension services delivery by the year 2016	- 28 motor cycles provided to ward extension staffs by the year 2016 Implementation of participatory monitoring and Evaluation systems enhanced by the year 2016	Agriculture/ Livestock and Cooperatives
		- 2 Vehicles available by the year 2016	Agriculture/ Livestock and Cooperatives
		- 6 computers available by the year 2016	Agriculture/ Livestock and Cooperatives
		- 62 extension gears available by the year 2016	Agriculture/ Livestock and Cooperatives
	Improve the efficiency of cooperative societies	Inspection of cooperative societies conducted by the year 2015 Inspection of 10 cooperative societies conducted by the year 2016	Agriculture/Cooperatives
	Reduce HIV/AIDS infection	To create awareness to 99 extension officer by the year 2016	Agriculture/ Livestock and Cooperatives
		The capacities of livestock staff on the impact of HIV/AIDS enhanced by the year 2016	
		Capacity of Agriculture Staff on the impact of HIV/AIDS infections enhanced by the year 2016	

Strategic objectives	Strategy	Targets	Responsible department
	Increase quantity of processed cassava	<p>Support availability of 4 set of cassava processing machines by the year 2016</p> <p>Quantity of cassava processed increased from 1ton in 2011 to 4,500 tons Top up DADG</p>	Agriculture/Cooperatives
	Improve production of rice	<p>To facilitate the completion of irrigation infrastructure at Narunyu by the year 2016</p> <p>Production of rice increased from 5bags to 40bags per acre by 2015</p>	Agriculture/ Cooperatives
	Improve capacity of the actors in the value chain of cassava crop	<p>Training of 200 farmers on the improved husbandry of cassava by the year 2016</p> <p>Strengthen the relation between farmers, extension staff and researchers by 2016</p> <p>Capacity of actors in the value chain of cassava crop improved by the year 2015 Basic CBG</p>	Agriculture/ Cooperatives

KRA: WATER SOURCES MANAGEMENT

Strategic Objective	Strategy	Targets	Responsible department
SUPPLY OF CLEAN AND SAFE WATER AND SANITATION IMPROVED	<ul style="list-style-type: none">) Dissemination of water laws and water policy of 2002 to the community) community Sensitization on establishment of WUE's 	<ul style="list-style-type: none">) 25 water users entities established and operational by June 2016) Increase legal water entity from 5 to 25 by June 2016 	<ul style="list-style-type: none">) Water department
	<ul style="list-style-type: none">) Number of water sources increased) Construct new infrastructure of water supply wate 	<ul style="list-style-type: none">) 600 water points are in place and operational by June 2016) water courage increased from 30.4% to 60% by June 2016) Increase number of operating points 	<ul style="list-style-type: none">) Water department
	<ul style="list-style-type: none">) Improve water supply infrastructure) Community sensitization on hygiene and sanitation) Enhance management of water sources 	<ul style="list-style-type: none">) Water supply infrastructure improved by 50% by June 2016) Water born diseases reduced by 50% by June 2016 	<ul style="list-style-type: none">) Water department

KRA: NATURAL RESOURCES, LANDS

Strategic Objective	Strategy	Targets	Responsible department
SUSTAINABILITY OF NATURAL RESOURCES ENHANCED	<ul style="list-style-type: none"> - Improve fishing gears and vessels. - Formation of By-Laws - Create awareness to stakeholders on sustainable fishing. - Reduction of illegal fishing cases. - Conduct regular land & sea patrol 	<ul style="list-style-type: none"> - 80% of illegal fishing cases reduced by June 2016 - Number of improved gears and vessels 	<ul style="list-style-type: none"> - Natural Resources. - Community Development - Security forces
	<ul style="list-style-type: none"> - Planting water friendly trees along catchments areas. - Create awareness on importance of catchments areas conservation 	<p>75% restoration of degraded water catchments area by June 2016</p> <p>Increase in number of trees planted from Human activities on water catchment reduced</p> <p><i>PFM Program facilitate in 10 villages leading to management of 10 Lands Forest Reserves by 2015</i></p>	<ul style="list-style-type: none"> - Natural Resources. - Community Development
	<ul style="list-style-type: none"> - Enforcement of environmental management Act, Water Act & Water utilization Act. 	<p>100% re-allocation of human activities & settlements in water catchment</p> <p><i>Conducive working environment of land staff enhanced by 2015</i></p>	
	<ul style="list-style-type: none"> - Facilitate availability of agricultural inputs & tools. - Increase number of agricultural extension officers - Increase level of agricultural produces 	<p>0% Increase of agricultural produces by June 2016</p> <p>Yield of agro-produces increased</p> <p>Improved farming & livestock keeping methods</p>	<p>Agriculture, Livestock & Cooperative</p>
	<ul style="list-style-type: none"> - Improve farming method & practices - Create awareness on sustainable forestry management - Conduct regular patrols. - Restrict licensing of timber & charcoal 	<ul style="list-style-type: none"> - 80% restoration of environmental resources by June 2016 - Number of patrols conducted - Decrease of number of trees cut for timber & charcoal production 	<ul style="list-style-type: none"> - Natural Resources. - Agriculture, Livestock & Cooperative

Strategic Objective	Strategy	Targets	Responsible department
	production. Environmental conservation enhanced.	-	- Security forces
	<ul style="list-style-type: none"> - Prepare proper land use plans - Facilitate availability of surveyed plots - Enforce & educate compliance of land development according to plans. - Development of planned settlements enhanced 	<p>80% developing settlements planned by June 2016</p> <p>Number of land use plans prepared.</p> <p><i>Conducive working environment of land staff enhanced by 2016</i></p> <p><i>The capacity of Land Office to prepare town planning drawings and surveyed plots improved by 2016</i></p>	- Natural Resources
	<ul style="list-style-type: none"> - Establish wildlife controlled areas - Recruitment of game scouts at village level Human wildlife conflicts resolved 	<p>80% human wildlife conflicts reduced by June 2016 Wildlife controlled area in place by June 2016</p> <p>Number of game scouts recruited</p>	- Natural Resources - Private sector
	<ul style="list-style-type: none"> - Educate communities on tapping bee resource - Sensitize communities participate in bee keeping - 	<p>80% increase of bee produces by June 2016</p> <p>Level of Bee keeping produces increased by June 2016.</p> <p><i>Conducive working environment of Beekeeping Office by, 2016</i></p>	- Natural Resources - Private sector

KRA: COMMUNITY DEVELOPMENT

Strategic Objective	Strategy	Targets	Responsible department
	<ul style="list-style-type: none"> - Motivation women's and men's participation in planning and management of development projects. - Create awareness and promote participatory methodologies to community. 	<p>50 villages participate in the community development projects</p> <p>Implementation of community development projects increased.</p> <p>Increase in community participation from 50 villages to 100 villages by June 2016</p>	<ul style="list-style-type: none"> - Community Development Department
	<ul style="list-style-type: none"> - Sensitizing community to abandon harmful traditional practices such as early marriage and widow's inheritance. - Sensitizing women and men on family planning for desirable family size they can support equitably - Having a society sensitized and free of harmful practices and traditions from 125 villages to 70 villages by June 2016 	<p>55 Villages free from harmful practices.</p> <ul style="list-style-type: none"> - Sensitization campaigns against harmful traditional practices increased - Sensitization. campaigns towards family planning practice in the community increase. - <i>Advocacy and Political Commitment strengthened to influential Leaders by June 2015</i> 	<ul style="list-style-type: none"> - Community Development Department
	<ul style="list-style-type: none"> - Strengthening District and community response on HIV and AIDS reducing stigma, denial and discrimination against PLHAs 	<ul style="list-style-type: none"> - <i>District and Community HIV and AIDS response strengthened in Villages, Wards and District By June 2015</i> - <i>Stigma Denial and Discrimination against PLHAs reduced by June 2015</i> 	<ul style="list-style-type: none"> - Community Development Department
	<ul style="list-style-type: none"> - Improved continuum of care treatment and support to PLHAs and most vulnerable people 	<ul style="list-style-type: none"> - <i>Continuum of Care Treatment and support to 320 PLHIV improved by June 2015</i> 	<ul style="list-style-type: none"> - Community Development Department
	<ul style="list-style-type: none"> - Improved programme management 	<ul style="list-style-type: none"> - <i>Programme Management and</i> 	<ul style="list-style-type: none"> - Community

Strategic Objective	Strategy	Targets	Responsible department
	and partnership towards HIV and AIDS activities	<i>Partnership improved by June 2015</i>	Development Department
	- Improving life standard of the people by proving soft loans	- <i>The increase of VICOBA from 3 to 13 the of 2015</i>	- Community Development Department
	- Improving efficient working place	- <i>Staff welfare in the community development department improved by the year by 2015</i>	- Community Development Department

KRA: ADMINISTRATION AND PERSONEL

	Strategy	Targets	Responsible department
COUNCIL PERFORMANCE AND MANAGEMENT SYSTEM IMPROVED (PMS)	- Timely request of employment permit from PO-PSM	276 employees allocated the PE budget for FY 2016/2014 – 2015/2016 92 employees employed for each year <i>Conducive working environment for staff enhanced by 2015</i>	Human Resources and Administration Department
	- Create conducive working environment - Providing working tools, - Rehabilitation and construction of residential houses and offices - Facilitate acquisition of office furniture and equipments for Human Resources and Administration Department	Construction of 10 houses for HOD by 2010/11 – 2012/13 4 Houses constructed by 2010/2011, 2011/12 and 2 houses for the FY 2012/13 <i>Conducive working environment for staff enhanced by 2015</i>	Human Resources and Administration Department
		Provision of office supplies for Human	Human Resources and

	Strategy	Targets	Responsible department
		Resource and Administration Department	Administration Department
		Office furniture and equipments purchased	Human Resources and Administration Department
		<i>Conducive working environment for staff enhanced by 2015</i>	
	- Formation and improvement of incentives and motivation schemes	1537 Allocated for motivation and benefits for employees for FY 2013/14 – 2015/16 Incentive and motivation policy in place by Oct. 2011	Human Resources and Administration Department
		<i>Conducive working environment for staff enhanced by 2015</i>	
	- Employ 4 RMAs - Records management improved.	Tshs 21,744,000/= budget for 4 new employees allocated for FY 2011/12	Human Resources and Administration Department
		<i>Conducive working environment for staff enhanced by 2015</i>	
	- Train 2 RMAs to certificate level	Tshs 8,250,000/= budget for training allocated for FY 2011/12 2 RMAs trained to certificate level by June 2012	Human Resources and Administration Department
		<i>Conducive working environment for staff enhanced by 2015</i>	
	- Rehabilitation of registry section	Tshs 18,000,000/= Budget allocated for expansion and rehabilitation of registry section for FY 2011/2012	Human Resources and Administration Department

	Strategy	Targets	Responsible department
		<i>Conducive working environment for staff enhanced by 2015</i>	
	- Searching for new Donors/financiers for employees training	Tshs 15,795,000/= budget for training of 20 employees allocated for FY 2011/12 Qualified staff increased to 1537 by June 2016 <i>Conducive working environment for staff enhanced by 2015</i>	Human Resources and Administration Department
	- Provide training to employees - Performance standards of employees improved	Tshs 16,791,000/= budget allocated for employees training by June 2012 <i>Conducive working environment for staff enhanced by 2015</i>	Human Resources and Administration Department
	- Close supervision for implementation of OPRAS	Tshs 7,155,000/= budget allocated to facilitate training on OPRAS to employees by July 2016 <i>Conducive working environment for staff enhanced by 2015</i>	Human Resources and Administration Department
	- Provision of working tools	Tshs 22,245,000/= budget allocated for purchase of office supplies and other working tools by 2011/12 <i>Conducive working environment for staff enhanced by 2015</i>	Human Resources and Administration Department
	- Create awareness on HIV/AIDS issues to employees - To support employees living	Tshs 25,750,000/= Budget allocated for training and Support of people living with HIV/AIDS by June 2012	Human Resources and Administration Department

	Strategy	Targets	Responsible department
	with HIV/AIDS	<i>Conducive working environment for staff enhanced by 2015</i>	
	- Provide training on good governance practices and leadership skills to political leaders at the grassroots and ward/village executives	20% of council's budget allocated for training on good governance and leadership skills to political leaders and village/ward executives <i>Conducive working environment for staff enhanced by 2015</i>	Human Resources and Administration Department
	- Conduct of statutory workers councils' meeting - Conduct of department meetings	Tshs 15,000,000/= budget allocated for workers council and for conduct of department meetings <i>Statutory Council meetings are held by June 2015</i>	Human Resources and Administration Department

6. MONITORING AND EVALUATION SYSTEM

6.1 Introduction

The effective implementation of the activities provided in the Strategic Plan requires an efficient and effective Monitoring and Evaluation (M & E) system. Monitoring and evaluation of the implementation of the strategic plan is one of the main responsibilities of the Council and its effectiveness will require information from the various implementing actors/stakeholders. While, monitoring refers to the tracking of the progress of implementation of the Strategic Plan, evaluation, on the other hand, is a critical appraisal of the overall Strategic Planning Process at the Council in the form of specific preset outcomes.

The Monitoring and Evaluation System is important in order to:

-) Determine the effectiveness in implementing the various activities in the strategic plan.
-) Continuously identify and resolve any problems arising on the course of the implementation of the strategic plan.
-) Continuously track down the trends of the outcomes and impacts of the plan.

This chapter describes the adopted Monitoring and Evaluation System for the implementation of the Lindi District Council Strategic Plan activities.

6.2 Monitoring Form

The Lindi Council Reform Team (DCRT) working together with all Heads of the different Departments will undertake monitoring of the Lindi District Council Strategic Plan implementation. The Planning Officer will coordinate the implementation of the strategic plan on the day-to-day basis. The Executive Director will appoint a team of internal experts who will periodically audit the implementation of the plan. The Executive Director shall chair the DCRT.

The planning officer will guide and request participating/implementing actors (e.g. departments) to prepare and submit annual work plans in line with the activities in the Strategic Plan/Operational Plan. Once approved, disbursements approved by the Council will follow the approved work plans. Reporting by the implementing actors will be based on the approved work plans. The planning officer will guide and ensure that implementing actors use a uniform activity and financial progress reporting format with a focus on an agreed set of core indicators and annually agreed milestones for achievements. Implementing actor-monitoring reports will be submitted to the planning officer on a bi annual basis.

Implementing actors will use the format shown in Table 6.1 to prepare and submit their semi-annual progress reports.

Six monthly meetings involving key stakeholders under the chairmanship of the Executive Director will be organised to discuss the progress in implementing the strategic plan/work plans. The Council will discuss and approve the proceedings of the bi-annual strategic plan progress meetings.

Table 6.1: Semi-Annual Progress Monitoring Reports

DEPARTMENT:

Strategic objectives	Expected outcome	Strategies	Expected output	Activities	What has been achieved (outcomes/outputs)	Reasons for deviation	Planned corrective actions

6.3 Evaluation

Evaluation of the implementation of the strategic plan will involve “internal and external” evaluations. After about two and half years, an internal evaluation (using staff and Councillors) from within the Council will be conducted. An external evaluation (using experts from outside the Council) will be conducted after three years. The internal and external evaluations will have similar Terms of Reference (ToRs) and will focus on, among others:

-) Assessing the reasons for success or failure of specific aspects of strategic planning process and its implementation,
-) Assessing whether implementation of the strategic plan is achieving its intended objectives and impact,
-) Assessing the adequacy of resources planned to implement the Strategic Plan,
-) Determining whether available resources are being utilized efficiently to achieve the objectives of the Plan,
-) Determining whether the management of the implementation is facing any problems.

The Council will appoint both the internal and external evaluation teams. The findings and recommendations of the evaluations will be used to improve the strategic planning and implementation process.