

UNITED REPUBLIC OF TANZANIA



**PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



**MASWA DISTRICT COUNCIL
STRATEGIC PLAN
2016/2017-2020/2021**

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EXECUTIVE SUMMARY

In promoting industrialization, human transformation and socio-economic development to its community, Maswa District Council is committed to be a council with conducive environment for industrial investment and sustainable development by 2025. This shall be achieved through providing quality services for industrial investment and sustainable development through proper utilization of available resources. The council's long term dream shall be realized through strategic objectives which are coded from A to I. that include: A. Services Improved and HIV/AIDS Infections Reduced, B. National Anti-Corruption Implementation Strategy Enhanced and Sustained, C. Access to Quality and Equitable Social Services Delivery Improved, D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased, E. Good Governance and Administrative Services Enhanced, F. Social Welfare, Gender and Community Empowerment Improved, G. Management of Natural Resources and Environment Enhanced and Sustained, H. Local Economic Development Coordination Enhanced and I. Emergency and Disaster Management Improved.

Participatory approach was used in the process of strategic plan preparation with involvement of Management team of the District council who were head of departments, head of units and consortium of other stakeholders. Analysis of internal and external environment was conducted where both qualitative and quantitative data were collected with the aim of determining the level of service delivery, community satisfaction or dissatisfaction with the service delivered from which critical issues from each sector were identified to be addressed in the next five years. Moreover, in determining the existing situation for future projection, both primary and secondary data were collected analysed and presented. Primary data were

collected through checklist, brainstorming, Key informant interview (interview with head of departments and sections), while secondary data were mainly collected through documentary review (literature review, performance review report, self assessment report and logic model analysis). Data presentation is in the form of expressions in terms of context, figures, tables and matrixes.

This strategic plan has taken into account the overall national socio-economic direction of fostering industrialisation economic transformation and human development. In contributing towards overall national direction, the plan has mainstreamed the Ruling Part Election Manifesto of 2015, Tanzania Development Vision (2025), The Long Term Perspective Plan (LTPP 2011/2012-2025/2026), the Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II), Third National Action Plan 2016/17 - 2017/18, Agenda 2063: The Africa We Want, Sustainable Development Goals (SDGs), Small and Medium Enterprise Development Policy 2002, Tanzania Mini- Tiger Plan and sectoral policies. The plan is divided into five chapters where by chapter one presents background information and mandate of Maswa district council, chapter two provide information on situation analysis of the district, chapter three presents performance review on the implementation of the previous 2011/2012- 2015/2016 strategic plan, chapter four presents the plan where the vision, mission, strategic objectives and plan matrix has been provided; and chapter five describe the implementation, monitoring, evaluation, plan review, internal and external reporting plan. The successful implementation of this strategic plan shall be guided by 6 major core values that must be adhered by all stakeholders, these are: team work spirit, integrity, accountability and transparent, customer focused, compliance, privacy and confidentiality.

LIST OF ABBREVIATIONS AND ACRONYM

PE	Personnel Emoluments
AIDS	Acquired Immune Deficiency Syndrome
AMCOS	Agricultural Marketing Co-operative Societies
COBET	Community Based Education
IFMS	Integrated Financial Management System
TRA	Tanzania Revenue Authority
LGRCS	Local Government Revenue Collection System
CDR	Council Development Report
CFR	Council Financial Reports
DED	District Executive Director
FBO	Faith Based Organizations
FFYDP	First Five Years Development Plan
HCMIS	Human Capital Management Information System
HIV	Human Immunodeficiency Virus Infection
IRDP	Institute of Rural Development Planning
OPRAS	Open Performance Review and Appraisal System
MDAs	Departments and Agencies
NGOs	Non-Governmental Organizations
CCRO	Customary Certificate of Right of Occupancy
TZS	Tanzanian Shillings
PPR	Pest des Petits Ruminants
NSSF	National Social Security Fund
UNDP	United Nations Development Programme
MoF	Ministry of Finance
O&OD	Opportunities and Obstacles to Development
CBPP	Contagious Pleuro Pneumonia
FMD	Foot and Mouth Diseases
CMT	Council Management Team
NWSSP	National Water Supply and Sanitation Programme
MIVARF	Marketing Infrastructure, Value Addition and Rural Finance
TASAF III	Tanzania Social Action Fund Phase III
CDCF	Constituency Development Catalyst Fund

FAO	Food and Agriculture Organization
OPV	Open Pollinated Varieties
EFA	Education for All
IGA	Income Generated Activities
OVC	Orphan and Vulnerable Children
SEDP	Secondary Education Development Programme
PLHIV	People Living with Human Immunodeficiency Virus Infection
PO-PSM	President's Office-Public Service Management
PO-RALG	President's Office Regional Administration and Local Government
SACCOS	Savings and Credit Cooperative Society
SWOC	Strength Weakness Opportunities and Challenges
TNA	Training Need Assessment
VEO	Village Executive Officer
TFS	Tanzania Forest Services
WEO	Ward Executive Officer
JICA	Japan International Cooperation Agency
NAWAPO	National Water Policy
COWSO	Community Owned Water Supply Organisations
RWSSP	Rural Water Supply and Sanitation Programme
NWSDP	National Water Supply Development Programme
CWST	Council Water Sanitation Team
IAO	International Audit Office
RWHTS	Rain Water Harvesting Tanks

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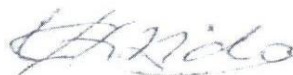
STATEMENT OF THE COUNCIL CHAIRPERSON

On behalf of Maswa District Council, I would like to present to you our Strategic plan for 2016/2017-2020/2021. This plan sets our course for the five years towards quality service delivery to the citizens of Maswa District Council. This Plan builds on our past achievements and clearly articulates our direction for the five years. Maswa District Council looks forward to working in partnership with the community, government and other organizations/stakeholders to implement the strategies in this Plan to achieve our vision for the future.

The preparation of this Strategic Plan adopted participatory process involving my fellow Councilors, District Executive Director, Heads of Departments and Units as well as consultation with a wide range of stakeholders and the community at large. In this regard, I wish to extend my thanks to the District Planning Officer who was the Chair person and in-charge formed the Secretariat team during the drafting of this document. I would like to extend my gratitude to the Institute of Rural Development Planning (IRDP), Dodoma for their technical expertise in the preparation of this valuable document.

As a management tool, this plan will surely inform all of us including our stakeholders, of our intent and the way to follow to accomplish it. It will be a yardstick to enable us measure how much we have achieved at any given stage and what necessary inputs are needed to improve service delivery. This five year Strategic Plan aims at enabling the Council to achieve a comprehensive and focused fulfillment of tasks assigned to it under the Act and legislation. Towards this end the Council has recruited and will continue to recruit highly qualified as well as experienced staff to ensure achievement of strategic objectives and targets out in this Strategic Plan.

The successful implementation of the strategic plan will be the responsibility and accountability of the District Executive Director (DED), who is the Chief Executive Officer of the Council. With respect to this strategic plan, DED will be an overseer for the strategic plan implementation process. DED shall be responsible and accountable for the implementation of the Maswa District Council's (2016/2017 – 2021/2022) Strategic Plan. The Director with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance. I want to assure all stakeholders that, with your full support, the Council will go out of its way to ensure that by the year 2021 the plan will have been successfully implemented.



Hon. Lucas H. Mwaniyuki

**CHAIRPERSON
MASWA DISTRICT COUNCIL**

STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR

I am pleased to present the District Council's Five Year Strategic Plan for the period starting from 2016/2017 to 2021/2022. The Strategic Plan presents the Council's medium - term direction in terms of strategies that form the basis for business planning and providing a framework of evaluating the impact of operations as well as demonstrating how best it can make use of strengths and opportunities. The Plan sets out the vision, mission, core values and objectives of the Council for the next five years. It is further outlining the strategies and targets to achieve the objectives as well as key indicators as standard measures of performance.

The preparation of this plan has greatly benefited from the implementation experiences of the previous Strategic Plans. This Plan has also been prepared in line with the National Policy and Planning Frameworks that includes the Tanzania Development Vision 2025, the Second Five-Year National Development Plan (2016/2017 – 2021/2022), Priorities Action Programme of Ministries, Departments and Agencies (MDAs), the Sustainable Development Goals, 2015-2020 CCM Party Election Manifesto, Sector Policies and Strategies.

The Council acknowledges the participation and role played by various stakeholders in enhancing its performance towards quality service delivery to the citizens of Maswa District; hence contributing to the achievements of social and economic development in the country. Preparation of this plan has been made possible by the excellent cooperation, commitment and dedication of Council staff and the Councilors. The Council recognizes the inputs provided by key stakeholders within and outside the Council in shaping the Plan to address key issues and formulate relevant strategies. Also, the expertise facilitation provided by the Institute of Rural Development Planning, Dodoma in guiding

the preparation of the Plan is highly appreciated. I wish to acknowledge the hard work endured by Council Staff in the preparation of this important document.

The success of the Plan implementation depends on the support and cooperation of all stakeholders including Communities; Non-governmental organizations, Private sector, Parliament, Ministries, Departments and Government Agencies (MDAs), Development Partners and the Public at large. The Council is fully committed to the implementation, monitoring and evaluation of the Strategic Plan and report on its overall performance for the benefit of the people of Maswa District Council and Tanzania at large.



Dr. Frederick D. Sagamiko

**DISTRICT EXECUTIVE DIRECTOR
MASWA DISTRICT COUNCIL**

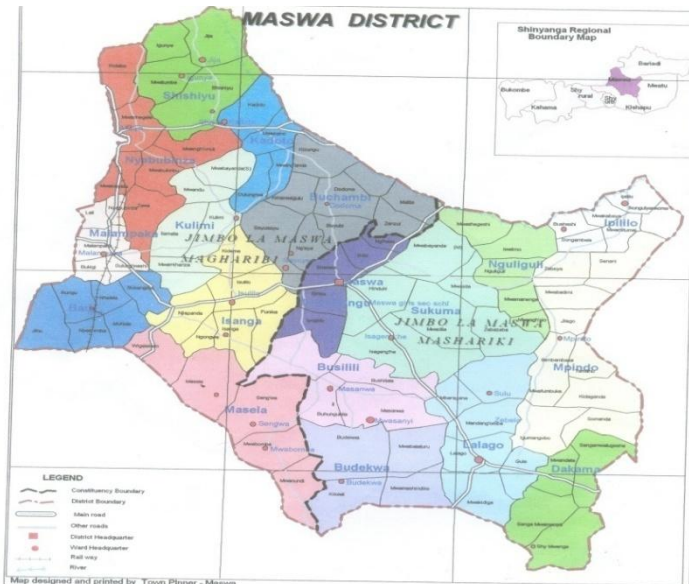
CHAPTER ONE

BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS

1.1 Geographical Location and Boundaries

Maswa District Council is one of the six district council in Simiyu region. It is bordered by Meatu District in the East, Bariadi in the North and Northwest, Kishapu in the South and Southwest and Kwimba District in the West. The District lies between the latitudes 2.45' and 3.15' South of the Equator and between the longitudes of 33.0' and 34.1' east of the Greenwich Meridian. The altitude of the District lies between 1200 m and 1300 m above sea level. Administratively the council has 3 divisions namely Mwagala, Sengerema and Nung'hu, 36 Wards and 120 registered villages, also there is one Township authority that has 40 hamlets.

Figure 1: Map showing location of Maswa District



1.2 Area

The district has a total of 3,398 square km of which 2,475 sq. km are suitable for agriculture and livestock keeping. 77 square km is forest reserve and 846 square km are mountainous with slight bushes and shrubs.

1.3 Climate

Maswa District Council has a semi-arid climate with bimodal rainfall pattern of between 450 and 1000 mm with an average of 750mm. The average rainfall decreases from north to south and from west to east. The short rains start in mid-November to mid-January and the long rains start early March up to May. The average temperature is 26° C. Large parts of the district have hardly and vegetative cover and the soil fertility in large tracks of the district is medium to poor.

1.4 Administrative system

The District has 3 divisions namely: Mwagala, Sengerema and Nung'hu, 36 Wards, 120 registered Villages, 510 Hamlets, also there is one Township authority that has 40 hamlets.

1.5 Population Size

According to year 2012 National population and housing census, there were 344,125 of whom 167,382 female and 176,723 male with an annual average growth rate is 1.8%. Therefore at the end of year 2017 the population is approximated to be 379,716 people, among them 184,714 are female and 195,000 male.

Table 1: Population Size of the District

Population Estimate by Age 2012					Population Estimate by Age 2017		
S/N	Age Groups	Female	Male	Total	Male	Female	Total
1	0-4	32260	32094	64354	35,596	35,413	71,010
2	5-9	28607	28280	56887	31,566	31,205	62,770
3	10-14	24020	23708	47728	26,504	26,160	52,664
4	15-19	17938	18756	36694	19,793	20,696	40,489
5	20-24	13637	15734	29371	15,047	17,361	32,409
6	25-29	9452	11788	21240	10,430	13,007	23,437
7	30-34	8281	10086	18367	9,137	11,129	20,267
8	35-39	7285	8754	16039	8,038	9,659	17,698
9	40-44	6422	6872	13294	7,086	7,583	14,669
10	45-49	4823	4737	9560	5,322	5,227	10,549
11	50-54	4101	4197	8298	4,525	4,631	9,156
12	55-59	2347	2490	4857	2,612	2,748	5,359
13	60-64	2651	2680	5331	2,925	2,957	5,882
14	65-69	1593	1852	3445	1,758	2,044	3,801
15	70-74	1537	1734	3271	1,696	1,913	3,609
16	75-79	994	1076	2070	1,097	1,187	2,284
17	80+	1434	1885	3319	1,582	2,080	3,662
Total		167382	176723	344125	184,714	195,000	379,715

Source: Regions and District Projections Volume XII (NBS) 2012 and December 2017

The number of households is estimated to be 57,354 with an average of 6 people per house-hold according to census of 2012.

The District has a working force (18 - 64 years), which is estimated to be 41% of total population. More than 80% of the working force is employed in Agriculture and Livestock keeping while less than 20% is employed in non-agricultural employment, such as employment in Governmental and Non-Governmental institutions and small business.

1.6 Economy and Agro – Ecological Zones

The Council has four main agricultural zones including low Rainfall Zone (400-600mm) per year the crops grown at this zone are Sorghum, Green gram, Sunflower, Cotton, Groundnuts, Millet, sweet potatoes and pigeon pea, paddy and maize. The second agro-ecological zone is medium Rainfall Zone (600 – 800mm) per year, the crops grown at this zone are Maize, Sorghum, Paddy, Sweet potatoes, groundnuts, pigeon pea, Green gram, Cotton, Sunflower, and Chick pea. The third agro-ecological zone is characterized by high rainfall Zone (800 – 1,000mm) per year; crops grown at this zone are maize, paddy, sweet potatoes, green gram, groundnuts and pigeon pea

1.6.1 Economy

The income of the district depends on agriculture outputs, due to the fact that more than 92% of the Maswa dwellers are employed in agricultural sector and livestock keeping. However, weather fluctuations to a large extent affect crops and livestock production. According to the National Census of the year 2012 the district income was estimated to reach Tsh 111.8 Billion and the income per capital was estimated to reach Tsh. 324,843/= annually.

1.7 Ethnic Groups

The dominant ethnic groups residing in the district are Sukuma. The Sukuma ethnic groups are livestock keepers and crop growers. Other Ethnic groups found in this area are: Waha, Nyilamba, Nyantuzu, and kurya who migrated from their Districts for trading, agriculture and social issues.

1.8 The mandate of the District Council

The local Government system in Tanzania was established under the Constitution of the Republic of Tanzania of 1977 under section 145 and 146. Maswa District Council like any other Council in Tanzania operates with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982. The Maswa District Council's mandate is summarized in section 111 of the local government (District Authorities) Act of 1982. The council is given wide-ranging mandate in the acts that established local government, Maswa District Council is mandated: to maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, to promote the social welfare and economic well-being of all persons within its area of jurisdiction; subject to the national policy and plans for the rural and urban development, to further the social and economic development of its area of jurisdiction.

Therefore, this strategic plan shall assist Maswa District Council to have a systematic decision making in its effort of addressing important issues which have been given priority by her stakeholders. It will provide a general framework for actions, a way to determine priorities, make wise choices and allocate the District's scarce resources to achieve upon agreed objectives.

1.9 Strategic Planning Process

Interactive and participatory processes were used to prepare the revised Strategic Plan (2016/2017- 2021/2022) for Maswa District Council involving a number of stakeholders. The process started by five days workshop which was conducted to provide training on strategic planning process to Council Management Team (Heads of Departments and Sections). The action oriented training aimed at building the capacity to all staff and management team to become well versed with strategic planning process, which triggered fully participation and involvement during planning exercise. Training also was designed to provide capacity

building for enhancing knowledge sustainability of the districts' think tanks. During the workshop participants were trained on the concept and strategic planning processes. This followed by collection and analysis of varied data from miscellaneous service areas. Data were collected through reviewing different documents indicating performance reports of specific sectors, brainstorming, self-assessments, literature review, performance review and service delivery survey reports. The analyzed data were used to prepare a situational analysis report which was the foundation for the proceeding steps. Through this process the technical team in collaboration with consultants formulated Vision, Mission, Core Values, Targets, Strategies and Performance Indicators for the next five years. This culminated in preparation of first draft of strategic plan which was presented to stakeholders for comments before preparing the final document for public use.

1.10 The strategic Plan Layout

The reviewed 2016/2017-2020/2021 Strategic Plan for Maswa District Council is divided into Five Chapters. Chapter One provides Background information and strategic planning process. Chapter Two provide more information on the situational analysis of the district where a thorough diagnosis of the internal and external environment was conducted; in Chapter Three the performance review report on the implementation of the previous strategic plan is presented. Chapter Four presents the contemporary reviewed strategic plan starting with the Vision, Mission, Strategic objectives, Core values, Key targets, Strategies and Performance Indicators. Chapter Five winds up by providing the details on the implementation, monitoring, evaluation, review frameworks, internal and external reporting plan.

CHAPTER TWO

SITUATIONAL ANALYSIS OF THE DISTRICT COUNCIL

2.1 Introduction

This chapter presents the internal and external environment which has impact on the operations of Maswa District Council. The internal environment focuses on the current situation of all 19 service areas (departments and units/sections). The analysis of internal environment for Maswa District council, involved the comprehensive data collection and analysis of the service areas which entailed the determination major functions, contemporary capacity (performance) in service delivery and issues of major concern affecting specific departments and units/sections. In this analysis, Strengths, Weaknesses, Opportunities and Challenges (SWOC) and Stakeholders analysis were conducted to gather information on the existing situation of the Council. The external environment focuses on review of international and regional initiatives as well as national policies and strategies that have implications on the operations of Maswa District Council.

2.2 The Analysis of Internal Environment

2.2.1 Human Resource and Administration

Maswa District council administratively is divided into 2 constituencies namely as Maswa East and Maswa West. It comprises of 3 divisions, 36 wards, 120 villages and 510 hamlets. Key functions of the Department include: To coordinate all employment issues, to advise district executive director on matters pertaining to employees, to deal with employees' entitlements , to handle employees' terminal benefits, to handle employees' transfer matters, to prepare annual budget for Personnel Emoluments (PE) and recurrent budget, to handle disciplinary proceedings, to identify training needs, prepare training needs assessment, and training program, to supervise staff performance, complaints handling, to ensure statutory meetings at all levels (Council, Wards and villages) are conducted regularly, Uploading and updating staff information in Human Capital Management Information System (HCMIS), to handle administrative issues and office procedures, to prepare and submit staff quarterly report to appropriate authorities, to conduct staff performance appraisal, receiving field research applications and allocating applicants to various

departments, to represent District Executive Director in courts for matters pertaining to employees and to ensure council buildings and transport facilities are in good condition.

Currently, the council has a total number of 2,451 employees out of 3,357 who are required; hence there is a shortage of 906 employees from different departments and sections. In the approved budget for the financial year 2017/2018 we had 768 vacant posts but the work permit authorized only 25 vacancies. In the financial year 2017/2018, the Council approved the budget for promotions of 901 employees waiting for approval by President's Office-Public Service Management (PO-PSM). Even though the Council has not prepared a Training Need Assessment (TNA) report, currently a total of 276 council staff are in studies, in undertaking long training courses in different High Learning Institutions or Universities. The challenge is the council has not enough fund to support staff studies, hence all support themselves.

On statutory meetings, the department has a role to facilitate statutory meetings for the Council Management Team, Standing Committees and Full Council. Also, the Department has a role to ensure meeting at Lower Government Levels (wards and villages) are regularly conducted. However, meetings at ward level have been by 25% while at village level has been conducted by 33.3%. On functionality of Human Capital Management Information System (HCMIS), the Department is facing network fluctuations and the delay in getting feedback or approval from the PO-PSM. In order to ensure the performances of employees are in line with targets of the Council, all employees are required to fill in OPRAS forms. This led to identification of training needs of employees and also it is a document used in promotion. However, some employees are unwilling to fill these forms due to minimal knowledge on how to formulate objectives and targets.

On employee entitlements, the Council did not support employee's entitlements due to financial constraints of the Council as per the Standing Orders for the Public Service of 2009. The Department also ensures that all employees are registered in one of the Social Security Scheme. In this regard, the Department has to ensure submission of monthly contributions, identifying prospective retirees and filling forms for terminal benefits

payments. However, the most notable problem is the misplacement of some of the important documents that support the preparation of the payments of the terminal benefit of the employee. With regard to disciplinary proceedings, the department has registered 46 disciplinary proceedings under teachers service commission. More specifically the department is facing the following problems: shortage of 906 staff in various service areas, weak record management skills, some employees do not adhere to transfer procedures. Political interference on technical issues shortage of working tools, un rehabilitated council buildings and offices, lack of transport facilities for WEOs, VEOs and other employees, shortage of ward and village offices. Lack of funds for workman compensation, Lack of induction courses for new employees, some employees do not adhere to code of ethics and conduct for public servants, number of vacancies approved in personal emoluments budget differs from employment permits released. Poor performance of some employees, Statutory Meetings at all levels not conducted as scheduled, Employees entitlement not provided, Lack of clients service charter, High rate of HIV/AIDS spread, Corruption at both Higher and Lower Levels of the Council, Lack of Training Needs Assessment (TNA) report and Lack of council motivation policy.

2.2.2 Land and Natural Resources

Department of land and natural resources has two sections that are Land and Natural Resources. The Lands section is comprised of four sub sections namely Land administration, Town Planning, Valuation and Surveys and Mapping while Natural Resources is a section that comprise two subsections responsible to provide education on forest conservation and tree planting, to collect wildlife trophy and royalties ,to conduct public awareness on wildlife and forest protections. The department has 12 staff but it require 52 staff to improve work performance of the department. Land administration subsection has the following key functions: to supervise the collection of land rent and property tax, to provide land law education to the community and land tribunals, to prepare title deeds, legal documents (transfer, Rectification, revocation, exchange, surrender and Approve dispositions. The core function of Town Planning sub-section is to prepare

town planning drawings in declared planning areas for guiding social and economic development, to make development control of Township and trading centers by providing building permits according to town planning maps and preparing Village Land use plans. The core function of Surveys and Mapping sub-section is to conduct cadastral surveys in all declared planning areas, to deal with boundaries disputes on surveyed areas and ensure safe keeping of survey marks (points) erected on plots, to ensure proper keeping of maps and survey plans, and to survey village boundaries and institution areas.

The Valuation sub-section has the following core functions; to make valuation of community properties, public and organization properties and the areas with prepared Town planning drawings, to prepare mass valuations, to prepare for property tax rating and preparing Asset valuation. Natural resource is the section that comprised by two sub sections namely Forestry and Game. Natural Resources section responsible to provide education on forest conservation, to collect wildlife trophy royalties, to conduct public awareness on wildlife protection.

2.2.3 Livestock and Fisheries Development

Livestock and fisheries department involve two major sections namely Livestock and Fisheries. Livestock sector play a key role in socio-economic growth of Maswa District. Currently extension services to livestock keepers are being delivered by 31 Extension staff while the required standard ratio is 1:300 extension officers to livestock keepers. Basing on the staffing level, current Extension officer livestock keeper's ratio at the district is 1:12,249. Over 80% (Ha. 198,000) of land under cultivation of crops are being cultivated by drought animals annually and also providing energy for pulling oxcart. An estimated 462,090 tons of farm yard manure which used in fertilization of soil is produced annually by the livestock. Livestock are used as a bank whereby livestock keepers sold it in case of famine, meeting households' basic needs and social activities such as marriages and burial ceremonies. Livestock subsector has contributed significantly to the

income of livestock keepers, Council and Central government whereby for FY 2016/17 livestock keepers obtained an income of TZS 16 billion, Council TZS 423,538,570/= and Central government TZS 88,639,600/=. Major livestock kept in Maswa District are: cattle, goats, sheep and poultry. According to national sample census of Agriculture for small holders which was conducted in 2002/2003 and its results released mid 2006; the district is estimated to have 402,089 cattle, 217,581 goats, 112,229 sheep and 922,303 local poultry. Currently the estimated number of livestock is as shown in the table below.

Table 2: Livestock Population in Maswa District Council

Type of livestock	Breed	Total
Cattle	Diary cross breed	631
	Tanzania short horn zebu	389,203
Goats	Diary cross breed	946
	Indigenous	362,267
	Beef	736
Sheep	Local	195,960
Chickens	Layers	4,200
	Local breed	1,495,216
Pig	Crossbreed	3,405
Ducks	Local and crossbreed	2,603
Rabbit	White California and chinchilla	83
Guinea fowl	Local	285
Donkey	Local	921
Dogs	Mongrel and Alsatian breed	12,576
Cat	Local	7,412

Source: Maswa District Council, Livestock and fisheries department 2017

2.2.3.1 Livestock Infrastructure

The district has several facilities for rendering services to livestock sector though some of facilities require repair/rehabilitation for effective service delivery. Although Maswa district have more number of cattle dip tanks in Simiyu region than any other district, some of these facilities have been abandoned due to several reasons, among them being shortage of water, poor dip tanks management and resistance of some livestock keepers in

dipping their animals. Measures to alleviating these problems include formation and training of dip tanks user groups, sensitization meetings and law enforcement have been employed.

The predominant diseases affecting livestock in Maswa district include Tick and tick borne diseases (East Cost Fever, Anaplasmosis, Heart water and Babesiosis) which contribute significant deaths of ruminants approximately 30% annually. Another major disease is New Castle disease which contributes 75% of death of local chicken annually and fowl pox with annual death rate of 20% for chicks. Other livestock diseases include black quarter, anthrax, Lump skin disease, Peste des Petits Ruminants (PPR), Brucellosis, mastitis, liver cirrhosis, rabies, grass tetany, salmonellosis, coccidiosis and fowl cholera. One of the roles of department is to control zoonotic diseases through conducting ant mortem and post mortem inspections of meat in abattoir and slaughter slabs. Major diseases and conditions discovered in the slaughter facilities includes liver cirrhosis as a result of liver flukes, pimply guts due to worm infestation, pneumonia, Emphysema, Tape worms (*Stelezia hepatica*), Abscesses and cystercosis.

Like other parts of Tanzania, Maswa is endemic to notifiable diseases such as Rabies, Peste des Petits Ruminants (PPR), Contageous Bovine Pleuro Pneumonia (CBPP), Anthrax, Rift Valley Fever, Brucellosis in ruminants, Foot and Mouth Disease (FMD) and Salmonellosis. In case of outbreaks of one of these diseases and in accordance to protocol of notifiable diseases first it should be reported to Zonal Veterinary Investigation Centre (ZVIC) within 24 hours after disease outbreak including specimens submission, followed by quarantine and vaccination of animals against such disease in an area which is not affected.

The Council has inadequate livestock infrastructure for value addition. This is an area where by both government and private sector need to intervene. The opportunities include: Tanneries industries: Annual Hides and skin production from slaughter house/slabs is estimated to be 19,859 pieces

while Hides and skin production from non-slaughter/House/Slabs facilities is estimated to be 18,822 pieces. The hides and skins are sold somehow raw, since mostly used processing technique is salting and air drying for some few days and then transported to some other buyers for further process.

Leather processing industry: Maswa district council has stated tapping this opportunity by support Senani farmer group to build a footwear micro-workshop and their main market focus are primary and secondary pupils and low income earners.

Meat processing industry: Annual meat production estimates is 493.605 tons for beef and 88.905 tons for shoats. Basing on kidding rate and animal diseases resistant, shoats meat processing industry is more feasible at the district as compared to beef industry.

Pasture and hay production: In Maswa District there is Shishiyu hold ground (10,240 acres) owned by Central Government which formerly was used for holding cattle stock on transit. Currently the area is being used by Livestock keepers for grazing especially during dry season and upon paid grazing fees. Hay production for domestic use and export is feasible and can further intensify using the existing earth surface dam for irrigation throughout the year.

Ranching and feed lot establishment: Companies or individuals interested in feed lots establishments and ranching, can be carried out at family land or at Shishiyu holding ground where by livestock infrastructures such as cattle dip tanks (2) and surface water dam (1) are available for the project. The presence of two (2) cotton ginning and milling industry together with 18 sunflower expeller machines and 48 rice milling machines with estimated production of 2,688 tons of cotton seed cake and hulls, 241.2 tons sunflower seed cake and 3,648 tons of rice polish annually is a catalyst for feed lot establishment.

Ecotourism: In Shishiyu hold ground(10,240 acres) where you can find wild animals like hyena, Thomson gazelle, wild birds, warthogs, buffalos and wild birds, with the building of Hotels, and addition of more wild animal

together with fencing of the area could be used as recreational and eco-tourism centre for citizen and external tourists.

Veterinary services: Companies or individuals interested can offer veterinary services through seven (7) Livestock Development centres and one veterinary clinic available in the district. In recent years due to policy changes and government structural adjustment, veterinary services have been hiving off to private sector. Maswa being one of the rural district and with regards to types of livestock farming doesn't attract private sector to invest in veterinary services. However with exotic breeds (10,042) and improved husbandry practices, the requirement of veterinary services deemed necessary at present.

Dairy industries: Currently annual milk production is estimated to be 900,000lts. With improved pasture development, animal husbandry practices and genetic potential of indigenous cattle, dairy Industries development in the district is feasible. The district has 631 dairy cattle in which under good management and with construction of milk collection centres can stimulate growth of small dairy industry. Also the growing population of Maswa district and improved trunk road networks will stimulate increased milk and milk products demands.

Fish culture in Maswa Council is normally done in village chaco dams and privately owned ponds in a very small-scale. It offers some benefits including income and protein supplement. In recent years efforts has been made to sensitize stake holders (380) to start and adopt fish farming. Currently there are 16 public charco dams planted with fish, 46 individually owned fish ponds and six (6) ponds owned by two groups. Major species of fish kept in these ponds are cat fish and tilapia of which 77,750 fingerlings has been planted since 2013. Investment in fish farming in Maswa district can be done at Mwanegele, Zanzui and Shishiyu holding group dams through cages system. Problem affecting this subsector include awareness among community members on fish farming, fish feeds and water shortage during dry period.

The challenges facing the department include: Low genetic potential of indigenous livestock, this has been attributed by tradition and culture of the

community which prefer keeping large herd of stock rather than quality stock. Inadequate livestock infrastructure such as charco dams, cattle dip tanks etc; Continued decreasing of range land due to increase in human population which affects forage availability; Lack of value addition technologies for beef, hides and Skin, and Milk. Inadequate livestock extension services due to under staff; prevalence of livestock diseases; inadequate of livestock facilities and equipment. Under use of available cattle dip tanks; poor knowledge of livestock keepers on modern ways of livestock keeping. Low awareness among community members on fish farming, fish feeds and water shortage during dry period and inadequate number of fisheries officers.

2.2.4 Planning Statistics and Monitoring

The Planning Statistics and Monitoring department is responsible in preparing, coordinating, monitoring and evaluating development interventions in the council. The department has a total 5 staffs with a deficit of 1 staff (statistician). The department has been using an improved O & OD in 120 villages and 36 wards to prepare its annual plans and budgets. This planning methodology emphasizes community participation in the planning process at lower government level (villages and wards). Plans and budgets from lower government level are normally scrutinized at district council level involving CMT and Full Council before submitted to RS, PO-RALG and MoF. The department prepared project write ups for projects as summarized in the table below.

Table 3: Types of development projects prepared and submitted for funding

S/N	Type of Project Proposal	Types of Request	Institution	Status
1	Expansion of Maswa Chalk manufacturing Industry	Feasibility study Funds for construction	UNDP NSSF	Accepted
2	Construction of Paper bags manufacturing	Feasibility study	UNDP	Accepted

S/N	Type of Project Proposal	Types of Request	Institution	Status
	Industry			
3	Orange fleshed sweet Potatoes Processing Industry	Feasibility study Funds for construction	World Vision Tanzania	Accepted
4	Hides and skin processing industry	-	-	-

Source: Maswa District Council: Planning Statistics and Monitoring 2017

Development interventions have been financed by funds from different sources including subvention from Central Government, Local Government Development Grants (LGDGs), own collection, Health Sector Basket Funds, Constituency Development Catalyst Fund (CDCF), EQUIP-TZ, National Water Supply and Sanitation Programme (NWSSP), Secondary Development Programme (SEDP) Road funds, MIVARF, Global Fund, RBF, World Bank, P4R, and TASAF as per approved plan and budgets. On coordination, monitoring and evaluation of development interventions, monitoring and evaluation reports of development interventions at lower government levels are forwarded to higher government level for further action. Despite of the achievements that shown on the table above, the department was facing various challenges which affecting implementation of plan and budget, such challenges include: Uncompleted projects, budget constraints, delay or no disbursement of funds, unreliable data from different sectors, top down directives that affect plan and budget for the financial year, low participation of the community during preparation of plan and budget at villages, inadequate knowledge on monitoring and supervision of development projects, low morale of the community to contribute on development projects, outdated council socio-economic profile, absence of council investment profile and inadequate staff under planning department including statistician.

2.2.5 Agriculture Irrigation and Cooperatives

The core functions of Agriculture, Irrigation and Cooperative department include: provision of extension services to farmers; improvement of

agricultural infrastructures (irrigation, market, ware houses and ward resource center); linking farmers and development partner (Central government, World Vision Tanzania, Oxfarm, JICA and World bank); dissemination of agricultural technologies from research and private sectors to extension officers and farmers; supervision, Monitoring and evaluation of project or activities related to agriculture; capacity building to farmers and agricultural staff; increase crop production both food and cash crops through emphasizing Good Agronomic Practices (GAP); survey and analysis to ensure food security to the community; formulate and provision of capacity building to water user associations (WUAs); and formation, mobilization, inspection and capacity building to Agricultural Marketing Societies (AMCOs), Saving and Credit Cooperative Society (SACCOS), Pre Agricultural marketing societies (PRE-AMCOs), livestock cooperatives society, consumers cooperative society and industrial cooperative society.

Maswa District Council has an area of 339,800ha but currently land under cultivation is 247,500ha whereby the average 221,241ha are cultivated yearly equal to 89% of the total area suitable for cultivation. About 57,354 households are fully engaged in agriculture activities which are about 95%. Mainly crops grown include maize, paddy, sorghum, cassava, sweet potatoes, sunflowers, green gram, pigeon pea as food crops, tomatoes, peppers, Chinese, cabbage, okra and amaranth as horticultural crops and cotton as cash crop. The sector contributes highly in the economic development of the district. Agricultural activities play a role of been the source of food supply to people, creation of agricultural infrastructures to the community, relief from shortage of capital to farmers, employment opportunity to rural people, improving rural welfare, and extension of market for industrial output and Source of Council revenue.

In the last farming season of 2016/2017, extension staff has managed to visit 135,000 farmers and disseminate an extension service which is not equal to the total number of farmers in the District. The failure of reaching the target of 220,000 farmers is due to insufficient number of extension

staff. The requirement of extension staff in the department is 166 but the current number is 58 which lead to deficit of 109 extension staff. Insufficient of staff results into poor delivery of extension services. Ward Resource Centre are normally used as a point where famers access different agricultural technologies. Shortage of Ward Resource Centers in the District also influences much on failure of reaching more farmers at a time. This is because there is only one Ward Resource Center out of 36 required in the whole District.

The council has a total of 87 warehouses owned by villages and AMCOS and also at the household level there are a total of 81 local improved storage facilities. These warehouses are used as food and cotton storage facilities. Research institution is always working on new findings and technologies and then disseminate to farmers through extension officers. Farmers are required to adopt immediately the new technology in order to boost their Agricultural production and productivity. The year 2008, Ukiruguru research institute has released a new variety of cotton seed (UKM08) which has the capacity to produce 800kg – 1200kg of cotton lint per acre when compared to previous variety UK.91 which can be able to produce 300 – 500k of cotton lint per acre. Starting this farming season (2017/2018) all farmers in the District required to use this new variety of cotton seed (UKM08).

The department also works closely with some development partners i.e. Tanzania Gatsby Trust (TGT) who introduced the technology of conservation agriculture which is suitable to this area due to climatic change impact. This technology shows more achievement to farmers simply because they are now harvesting about 800 – 1200kg of cotton lint per acre as compared to previous harvest of 300 – 500k of cotton lint per acre and similarly, for maize crop they harvest about 14-18 bags per acre as compared to 8 – 12 bags. Also this technology leads to reduced managerial cost for example cultivation cost has reduced from Tshs.

40,000/= to Tshs. 25,000/= using tractor ripper and Tshs. 30,000/= to Tshs 15,000/= using oxen ripper.

2.2.5.1 Agro-Ecological Zones in Relation to Soil

Maswa District have five types of soil according to their characteristics which are Clay soil (Itogoro), Black cotton soil (Ibushi), Sandy soil (Luseni), Ikungu/Kikungu and Vertisol soils (Mbuga). Types of soil, characteristics, crops cultivated and ward found in each type of soil are as shown in the table below.

Table 4: Type of soil its characteristics, crops cultivated and ward found in each types of soil.

Type of the soil	Characteristic of the soil	Ward	Crops Cultivated
Clay soil (Itogoro)	Moderately deep & deep, well drained Sodic, Dark grey, slightly cracking clays with hard pan within 30 – 50cm.	Nyashimba, Mwang'honoli, Mwabayanda(s) Nyabubinja, Shishiyu, Sukuma (Isageng'he), Binza, Busangi (Isulilo)	Paddy, Grazings& Cotton
Black cotton soil (Ibushi)	Moderately deep & deep, well drained, black or Dark grey clay loams, over gravel & marls.	Busilili (Masanwa), Lalago, Dakama, Sangamwalugesha, Mpindo,	Maize & Sorghum
Sandy soil (Luseni)	Moderately deep, well drained, Brown Sandy Loams with Sandy surface horizons over gravelly is the deeper sub soils, Over ironstone.	Nguliguli and Senani	Cotton, Bush millet, maize, cassava, sweet potatoes and grazing land
Ikungu/Kikungu	Moderately deep, well drained, Dark Reddish Brown Clay Loams to clay with weathered mineral	Ipililo, Zanzui and Kadoto	Maize, Pigeon peas, Sorghum,

Type of the soil	Characteristic of the soil	Ward	Crops Cultivated
	fragments in the deeper subsoil		
Vertisol soil (Mbuga)	Deep, somewhat poorly drained, black or dark greyish brown, calcareous cracking clay, or heavy clays, or sandy clays with some whitish concretions of calcium carbonate in sub soils.	Mwang'honoli and Sukuma	Beans, Sugarcane, sweet potatoes and Paddy

Source: Maswa District Council, Agriculture Irrigation and Cooperative Department, 2016.

(i) Crop production

The district has potentiality of different crop production in both food and cash crops. Food crops grown are maize, sorghum, paddy, sweet potatoes, cassava, groundnuts, green gram and sunflower and cash crop is cotton. Area under production (ha) for Maize, sorghum, Paddy, Sweet potatoes, Cassava, groundnuts, green gram, sunflower and cotton is 43919, 25208, 14108, 13072, 2581, 8057, 14240, 5016 and 65200 respectively. While Production (tone) for Maize, sorghum, Paddy, Sweet potatoes, Cassava, groundnuts, green gram, sunflower and cotton is 45045, 4016, 36893, 51600, 6300, 9135, 8943, 3511 and 19560 respectively. Agricultural productivity is the term given to the output of agriculture in terms of inputs such as capita and labor, hence efficiency of the farm. The source of productivity in any farm can be itemized as the use of mechanization in the farm, fertilizers application (organic and inorganic), liming of the soil to raise PH and provide Calcium and Magnesium, Irrigation skills, Herbicides and Pesticides management. In Maswa District, productivity of Maize, sorghum, Paddy, Sweet potatoes, Cassava, groundnuts, green gram, sunflower and cotton is 1, 0.2, 2.6, 3.9, 2.4, 1.1, 0.6, 0.7 and 0.3 respectively. The food crop yield per hectare or productivity in the District is given in the table below.

Table 5: Productivity of food crop

Crop	Area under crop	Production (Tone)	Average Yield (productivity)- Tons/ha	FAO and Ministry Standard (Tons/ha)
Maize	43,919	45,045	1	1.6
Sorghum	25,208	4,016	0.2	1.6
Sweet potatoes	13,072	51,600	3.9	8
Cassava	2,581	6,300	2.4	8
Sunflower	5,016	3,511	0.7	1.8
Paddy	14,108	36,893	2.6	2.4
Groundnuts	8,057	9,135	1.1	1.
Green gram	14,240	8,943	0.6	1
Cotton	65,200	19,560	0.3	1.6

Source: Maswa District Council, Agriculture Irrigation and Cooperative Department, 2016

In the farming season of 2015/2016 the council received 6,222 inputs vouchers which were supplied to 2,074 farming households selected from 20 villages appointed by District voucher committee. Such inputs are: Open pollinated varieties (OPV) of maize seeds and industrial fertilizers (DAP and UREA). Central Government contribution was 33% maize seeds, 44% DAP fertilizer and 38% UREA fertilizer in form of voucher and farmers contribute the remaining percentage. The inputs were distributed accordingly based on guideline provided by the Ministry of Agriculture and food Security. Farmers were advised to use agricultural inputs so as to earn high farm yield. Currently, there are 158 tractors, 96 power tillers, 36,326 ox-plough and 3 rice planters as farm implement for minimizing hard work in the farm. In the District, area cultivated with hand hoe, Ox-plough and Tractor is 14856.24, 169768.5 and 27590.16 respectively. Farmers are advised to have proper use of farm equipment's and implements such as tractors, power tillers and rippers. Normally, farmers sell their farm produces where prices are relatively attractive. Most of the surpluses on food crop produce are sold at the weekly open markets

located within the district. Such markets are 5 in the District which are: Shanwa, Malampaka, Senani Lalago and Jija.

The main cash crops at Maswa District are cotton, sunflower and green gram are marketed through private buyers and Agricultural Marketing Cooperatives (AMCOs). Producer prices depend on the demand and supply, and also whether is during the harvesting period when the prices are relatively low, or when it is off season when the prices are relatively higher. However; there is a need of capacitating farmers on food value chain to their routine agriculture production in order to increase quantity, quality and value addition to their produces.

Irrigation unit deals with Irrigation infrastructures, water user associations, community water rights and proper land management for agriculture. The potential area for irrigation is about 52,373ha and irrigable area is about 1762.5ha. Crops grown under irrigation area are maize, paddy, sweet potatoes and horticultural crops. There are two types of Irrigation infrastructures which are dams and schemes. Currently there are 7 irrigation schemes found in the Council i.e. Bukigi, Ijinga, Bukangilija, Pandagi, Buyubi, Kinamwigulu and Ngongwa. Among seven irrigation schemes four of them need rehabilitation which are Bukangilija, Bukigi, Buyubi, and Ijinga. There is one dam (Bukangilija) and it need rehabilitation. There are seven (7) Water User Associations (WUAs) which has formed and registered. Water User Associations (WUAs) formed are Bukangilija, Bukigi, Buyubi, Ijinga, Kinamwigulu, Ngongwa and Pandagi.

Furthermore, the council has a total of 147 registered cooperatives societies which has 15,299 members of which males are 7,209 and females are 3,081. Types of co-operative in the District are 81 Agricultural Marketing Cooperative Societies (AMCOS), 53 Saving and Credit Cooperative Society (SACCOS), 7 Pre Agricultural Marketing Cooperative Societies (PRE-AMCOS), 4 livestock cooperatives society, 1 Consumers Cooperative Society and 1 Industrial Cooperative Society. The Agricultural Marketing Cooperative Societies (AMCOS), has a total share of Tshs. 898,549,402/= and Saving and Credit Cooperative Society (SACCOS) with a total of Tshs. 6,200,000/=. The situation of registered cooperatives

societies in the District is as follows, 81 AMCOS are live, 7 PRE-AMCOS are live, 29 SACCOS are live and 24 are dormant, 4 Livestock are live, 1 consumer is live and 1 industrial is dormant.

2.2.6 Community Development Gender, Youth and Children

Community Development Gender, Youth and Children department has three sections, namely research, statistics and planning, gender and children and construction brigade. The department deals with community sensitization for authentic participation in planning process and implementation of development projects by using the available resources in their respective areas. It also assists community economic groups to write project proposals for their identified economic projects. The department also deals with coordination and supervision of Non-Governmental Organizations (NGOs), preliminary process of registration of community based organizations (CBOs) and the collection of various data which can be used in the development planning.

The department has a responsibility of conducting community sensitization on planning and implementation of community development projects. The focus is to effect quick and positive changes in the community's ways of doing things particularly development related affairs. Therefore, in order to successfully trigger community activeness and self help spirit, implementation of the plan's suggested interventions requires collective actions of the government as the lead, the private sector, development partners and individual persons to effectively participate in mobilizing both physical and financial resources for enhancing realization of aspired goals of the Plan.

The District has a total number of 948 identified community social and economic groups with a total of 26,263 members (10,816 being males and 15,447 females). Out of 948 groups, 56 are youth groups, 217 women groups, 36 male groups and 639 mixed groups (females, males, youths and above 35 years old). These groups perform various economic activities

such as agriculture, animal husbandry, carpentry, food venders, environmental conservation, saving and credit schemes, fish farming, pottery making, beekeeping and tailoring.

Table 6: Analysis of Community Economic Groups

No	Type of group	Number of Groups	Members		
			Males	Females	Total
1.	Youth groups	56	1,79	923	2,662
2.	Women groups	217	0	5,261	5,261
3.	Male groups	36	763	0	763
4.	Mixed groups	639	8,314	9,263	17,577
Total		948	10,816	15,447	26,263

Source: Maswa District Council, Community Development Gender, Youth and Children, 2017

On the aspect of using appropriate technology, there are 6 groups of local artisans engaged in construction of improved houses and environmental conservation. The district has only 8 bricks making machines (2 cinvaram, 6 interlocking). In respect to development partners, the District has 34 Non-governmental organizations (NGOs) of which 5 are international NGOs while 29 are local NGOs. There are 23 Community Based Organizations (CBOs), 2 Financial Institutions, 7 Micro Financial Institutions, and 9 Faith Based Organizations (FBOs) working in hand with government efforts geared to community social and economic development.

The department is working with multi-sectoral AIDS committees at village and ward levels. There are 166 multi-sectoral AIDS committees of which 12 committees were trained on their roles and responsibilities.

In relation to gender violence, there were occurrences of gender violence as shown in the table here under.

Table 7: Types of gender based violence

No	Event	Male	Female	Total
1	Sexual violence	0	29	29
2	Psychological torture	20	188	208

No	Event	Male	Female	Total
3	Physical torture	1	41	42
4	Economical violence	64	159	223
5	Early pregnancies and marriage	-	51	51
Total		85	415	553

Source: Maswa District Council, Community Development and Youths, 2017

The table above justifies the existence of gender violence in the district as it shows 553 occurrences. The affirmative action need to be taken to combat the situation.

2.2.7 Primary Education

In the context of Primary Education, The department has a major role of providing basic education including Pre-Primary education, Primary education and post Primary education. The core functions of the primary education department are: to ensure adequate availability of quality learning and teaching materials, maintaining education standards by ensuring provision of necessary support to teachers, to ensure access to free education for all (EFA goals), to ensure provision of quality education, to ensure adequate availability of infrastructure in schools, to raise conscious of the community on the importance of education for special needs pupils, to sensitize the community to accomplish their roles on cost sharing in education, to build the capacity of teachers and other key actors towards the development of education.

The Council has 123 Primary Schools whereby 121 are government schools and 2 are Private schools.. 121 government schools have a total number of 89,714 pupils (43,754 boys and 45,960 girls).The standard one enrolment in government Schools has been increasing year to year; in 2013 there were 11,865 pupils (5,825 boys & 6,040 girls) to 19,244 pupils (9,706 boys & 9,538 girls) in 2017 respectively. Furthermore, pupils enrolled in 2017 under Complementary basic education in Tanzania (COBET) program were 175 (97 boys & 78 girls). There are two vocational training colleges in the district (Binza VTC and Malampaka FDC), the students registered in these colleges for the various courses are (103 students), carpentry (4 students), designing sewing & cloth technology (14

students), Food production (15 pupils), masonry, electrical installation 69 students and brick laying (one student).

The pupil's performance has been increasing from 34.19% (2013) to 76.60% (2017). These achievements have been influenced by different factors like teachers commitments; parents support and other education stakeholders, example EQUIP Tanzania. Primary school infrastructures are shown on the table below.

Table 8: Primary School Infrastructure

Item	Required	Available	Deficit
Desks	29,905	29,099	806
Pit latrines	4,048	871	3,177
Classrooms	1,994	1,150	844
Teachers houses	1,236	479	760

Source: Primary Education Progress Report, 2017

The department has four administrative subdivisions namely; academic, statistics, adult education and special needs education. These subdivisions have 9 staffs out of 13 required, 36 ward education officers and 1,236 classroom teachers out of 1,994.

2.2.8 Secondary Education

The department has responsible to all matters related to secondary education. Currently there are 36 government schools and 4 private schools. 36 governments schools have a total number of 10,302 students (5,308 boys and 4994 and 4994 girls). Private schools have a total number of 715 students (514 boys and 201 girls). However 36 government schools have a total number of 518 teachers (412 males and 106 females). The main functions of the department are: To ensure that education policy in secondary education is clearly observed; to ensure that all government funds received by schools from difference sources are used according to the directives; to supervise the construction, rehabilitation of secondary schools infrastructures; to ensure good provision of secondary school education at all levels; to maintain good discipline of secondary school staff members; to provide capacity building to teachers by allowing them to

pursue further studies in different levels and other key actors in development of education; to ensure adequate availability of quality learning and teaching materials; to increase performance rate of students in their national examinations and to enhance school inspection.

In November 2015 the government issued Circular No. 5 which demands all government schools to provide free education. Starting from December 2015 all government schools received funds direct from the treasury as capitation grants and compensation fees. The circular stopped all government schools from collecting contributions that were paid by parents instead those contributions are paid by the government. The amount received by schools varies from one school to another depending on the number of students available. However free education leads to increase of students' enrolment from 9290 in 2015 to 10302 in the year 2017

In the year 2017 the performance of 411 form six students sat for "A Level" examination in two secondary schools (Maswa Girls and Binza) was good, Where by 24 students got Division I, 155 Division II, 176 Division III, 37 Division IV and 19 Failed, thus 95% students passed the examination and 5% Failed the Examination. Out of 1576 students sat for form four examination in 2016, 22 students got Division I, 135 Division II, 330 Division III, 719 Division IV and 291 Failed, hence, 77% passed the exams and 23% Failed. On the other hand, 1970 students sat for form two National Examination, 227 students got Division I, 365 Division II, 702 Division III, 785 Division IV and 94 failed, indicating that 95% of students who sat for this particular Examination passed and 5% Failed. Examination Performance of students in National examinations increased year after year. The current performance situation shows that form four class has high failure of 291 students. The examination done in 2016 shows that 94 students failed in form two examinations, 391 form four examinations and 19 in form six examinations, thus, the data above revealed that most students failed in form four examination compared to form two and six

On enrolment in 2016 indicates that the enrolment of students in 36 government schools has increased from 9290 students in 2015 to 10,302 in the year 2017, thus in the year 2018 the district expects to enroll 13,542 students in which 4,605 students are expected as form one students in 2018. In order to support girls students reduce travel long distances from home to schools and minimize pregnancies, the district has decided to encourage community and other education actors to build hostels. Up to now the district has managed to build one hostel at Badi secondary school. With regard to Teaching and Learning Materials, most of schools in Maswa district have no problems in Science subject text books compared with Arts subject text books. The district has 28,135 science books and 17,388 arts books. However, most schools have not been inspected due to few number of staffs and dependence on zonal school inspectors who have a large coverage, thus only 3 schools have being inspected equal to 8%.

From December 2015 up to October 2017 the schools have received total amount of Tshs. 336,100,818/= Capitation Grants and Tshs. 332,948,624/= compensation fees and Tshs. 760,983,144 for dormitory students meals. The council has 36 government secondary schools with a total number of 10,302 students whereas 5,308 are boys and 4994 are girls. The district has 4 private schools with a total number of 715 students (514 are boys and 201 are girls)

The district has a total number of 518 teachers (412 males and 106 Females). Among them 145 are science teachers, 365 arts teachers and 8 commerce and B/keeping teachers Due to the increase of the number of students from 10,302 2015 to 13542 2018, the district will be facing challenges in infrastructures. The current infrastructures in the district includes 316 classrooms, 116 teachers houses, 20 laboratories, 15 dormitories, 3 dining halls, 6 administration blocks, 1 library, 11122 student tables and 10949 students chairs. On the other hand, there is no room set aside for girls. The district is facing with the various problems in the provision of secondary education: shortage of 402 teachers houses, shortage of 88 laboratory rooms, shortage of 110 students pit latrines,

unwillingness of parents to contribute for students' meal especially day scholars, poor water supply, over employment of arts subjects teachers, shortage of science teachers, unpaid teachers salary and non salary claims, boundary conflicts between schools and community, shortage of 47 classrooms, unavailable electricity supply in secondary schools, lack of school inspection from school inspectorate department, shortage of teaching and learning materials, especially laboratory equipments and chemicals, unfavorable environment for the students with special needs, insufficient funds for leave and moving allowances, conflict between schools and community on school boundaries and student's dropout.

2.2.9 Works

Work department is the department with three sections namely roads, building and mechanical workshops with the function of maintaining, constructing and rehabilitating roads, building and motor vehicles both governmental and nongovernmental within the Maswa District and maintenance of roads, buildings and mechanical. Works department created under Local Government Authority aiming at strengthening and promoting the local government system by devolution by decentralization. The aim of works sectors is to ensure infrastructure (roads, bridges and buildings) improvement as a precondition for economic Development which will result to better living standard. According to construction policy, the core function of the department is to manage by operate and maintain infrastructure improvement. The total road network supervised is 1055.53kilometers for both feeder and District roads. The following are some functions of Department.

2.2.9.1 Buildings

The main function of this section is to ensure quality, durability and safety of building both government and nongovernment constructed within the District. It involves construction and maintenance supervision of school and health infrastructures, government and private buildings. It is also deal with processing and approving building permits.

Works department has five staff members where by two of them deal with supervision and monitoring of works, as well as to prepare Bills of Quantities and tender documents, the rest three persons ,one is the office attendant, one person is the Person Sectary and the last staff is the Driver.

2.2.10 Health

The Department has a responsibility to oversee the provision of public and private health services, to coordinate, monitor, management of health projects and all health services programmes, to provide focus for developing improved health services, to coordinate all stakeholders to spearhead implementation integrated council health plan, supervision and management of promotion, preventive, curative and rehabilitative health services in the district to the village level. The district council has 48 working health facilities of which 42 are public and 6 are private. The curative section deal with diagnosing and treatment of communicable and non-communicable diseases. Common diseases which are treated at the facilities for both inpatient and outpatient units are oral diseases, eye diseases, neglected tropical diseases, Sexual transmitted disease, minor and major operations, non-communicable diseases like cardiovascular diseases, endocrinology diseases, Haematology diseases and Obstetric and Gynaecological conditions i.e. pregnancy induced hypertension, postpartum haemorrhage, antepartum hemorrhage, obstructed labour etc. Top ten diseases in Maswa District Council are: Acute respiratory infection (ARI) (34.1%), Malaria (18%), Diarrhea diseases (15.3), Intestinal worms (7.6%), Pneumonia (4.1), Eye conditions (4.1%), other diagnosis (2.5%), pelvic inflammatory diseases (PID) (2.5%), Anemia 2.4%), Oral conditions (2.1%).

Preventive section deals with health promotion, environmental and sanitation, vaccination and immunization, surveillance of diseases which are protected by antigens. In 2017, vaccination coverage was 139% for BCG (Ant TB, 84% for OPV-3, 104% for DTP Hb hib3, 121% for Measles Rubella- 1, 83% for Measles Rubella- 2 and 67% for OPV-0.Vitamin A

supplementation and deworming was 100.5% and screening off acute malnutrition for under five years was 9.3%, among which 1.79% were found with moderate malnutrition and 0.04% were found with acute malnutrition.

With regard to Family and early child caretaking, From July 2016 to June 2017 about 208 cases were reported to the unit among which 158 cases were solved by the unit and 50 cases were referred to court. From the cases received, 154 cases were children neglected by their parents. On behaviour change and child right, from July 2016 to June 2017 about 13 children cases were taken to the juvenile court, and were counselled, rehabilitated and social investigation reports was prepared and taken to the juvenile court. In caretaking for people with disability and elders, since 2016 about 10,415 elders were identified and 1325 were offered identity cards and about 2976 people with disability were identified among which 39 are albino. Committee for people with disability has been established from the village to district levels and one elders committee from Mwamanenge ward has been established. In cooperation with police gender desk, social welfare unit has been providing supportive services to victims of Gender Based Violence (GBV) and Violence against Children (VAC). From July 2016 to June 2017 about 213 cases concerned with GBV/VAC have been reported to the One Stop Centre where by physical violence was 40, economic violence 69, sexual violence 21 and psychological/emotional violence 83.

The department oversees all health projects and programmes implemented by various development partners including Engender health, Doctors with Africa, Tayoa (Tanzania youth alliance), Marie Stopes, AGPAHI (Ariel Glaser Paediatric Aids Healthcare Initiatives), United Nations Population Fund (UNFPA) and Amref Health Africa, Redcross Tanzania, and World Vision Tanzania. Types of projects and programmes implemented are those dealing with Reproductive and child health (Basic Emergency Obstetric and Neonatal Care, Comprehensive Emergency Obstetric Neonatal Care, Integrated Management of Childhood Illness, Family Planning, Prevention from Mother To Child Transmission), Management of

HIV/AIDS (Care and Treatment Center, Patient Initiative Testing and Counselling, Vocational Testing and Counselling, Home Based Care), TB detection and Treatment. Challenges facing health department include:-

- Shortage of health staffs by 60%
- High maternal mortality rate by 63/100,000
- High neonatal mortality rate by 11/1000
- High infant mortality rate by 1/1000
- High under five mortality rate by 61/1000
- Shortage of medicines, medical equipment and medical supplies by 20%
- Shortage of infrastructure in all health facility in the council by 50%.
- Shortage of health facilities (health centers -33 and dispensaries- 78)
- High incidence of communicable diseases.
- High incidence of non-communicable disease
- High rate of gender based violence and violence against children by 21.3%
- Low community participation and involvement in health promotion activities.
- High number of traditional healers who affect treatment of some diseases(unregistered 1079) such as severe acute malnutrition (SAM)
- Inadequate capacity on management of disasters/emergency preparedness by 50%
- Inadequate safe water supply at health care facilities 42 out of 47
- Shortage of transport facilities for distribution of medicine, follow up and supportive supervision 2 out of 3
- Lack of therapeutic food for patient with tuberculosis, HIV and AIDs and Children with SAM at the Hospital
- High prevalence rate of HIV/AIDS by 3.7 %
- Low prevalence rate of TB by 0.8%
- Low number of disabled elders with exemption ID for medication aged above 60 years 1325(12.7%) out of 10,415.

2.2.11 Water

According to National Water Policy (NAWAPO) of the year 2002, the core function of Water department is to provide clean, safe and affordable

drinking water to the community within 400m from their homesteads and house connections for rural and urban areas respectively. For rural areas, the supply of water services is through construction of water point in which each water point is designed to serve not more than 250 people. The mainly water sources used to provide water services in rural and urban areas are boreholes, shallow wells, rain water harvesting tanks, dams and piped water supply schemes. However in rural areas the technology used mostly for supplying water services to the community is pumping from borehole sources or shallow wells and boreholes fitted with hand pumps. From all those sources used and infrastructure constructed, in rural areas there are 877 functional water points which provide clean and safe water to about 219,250 people; this is equal to 63.16% of all people living in rural areas accessing clean, safe and affordable water. For urban areas, water services are provided through household connections or public kiosk. However, in urban areas the availability of water services to the people is estimated to be 31.00%. Currently the department has 3 staffs with a deficit of 11 staffs, office infrastructures and transport facilities for planned activities. Also water department work closer with 31 water user association and 78 registered Community Owned Water Supply Organizations (COWSO) which is equivalent to 74.30% of the target. Water department is implementing Rural Water Supply and Sanitation Program (RWSSP) under National Water Sector Development Program (NWSDP). The council is facing numbers of problems in water sector which includes: limited awareness and education on HIV/AIDS infections, limited awareness and education on combating with corruption issues, inadequate water supply services in town and some villages, lack of Operation and Maintenance skills to COWSOs and water department staff, some existing water points are not functional, weak and absence of COWSOs in some villages, shortage of staff and working gears, lack of water services in some public institutions and inappropriate conservation of water sources.

2.2.12 Finance and Trade

The primary purpose of the Department of Finance and Trade is to oversee efficient and effective operations related to Council finances. The department serves stakeholders in many ways including: delivering reliable financial information, providing advice on all Council's financial matters, developing council budget in collaboration with other Heads of Departments, collecting revenue, manage expenditure and maintain a sound accounting system.

The Department is under the District Treasurer and has 4 operational units: Revenue, Expenditure, Final Accounts and Trade and Markets. Currently the department has 14 staffs. According to Local Authority Financial Memorandum (LAFM), 2009 the core functions of Department of Finance and Trade are: Advising the Council on all financial matters; preparing annual budget of income and expenditure in collaboration with Planning Office and other Heads of Departments; maintain a sound accounting system and safekeeping of all supporting records; preparing regular reports to Council on the progress of actual income and actual expenditure compared to budget and making recommendations; preparing councillor's reports and financial statements; ensuring an effective system of internal control is operated including the writing and subsequent revision of detailed financial procedures, presenting to finance committee financial procedures for their approval, and their distribution to heads of department; custody of council assets, manage council revenue and manage council expenditure.

2.2.12.1 Revenue Unit

The unit is responsible for collection of Council Own Source Revenue and mobilizes Revenue from other sources (Central Government, Donors and Community at large). Other function is provisions of education to tax and levy payers. There are 27 own sources of revenue of which cotton is the main source. These sources are: Service Levy, Tender Fee, Revenue from renting of assets, Revenue from renting of houses, Rice crop cess, Taxi levy, Guest House Levy, Other levies on business activities, Intoxicating liquor license fees, Business licence fees, On marketing charge, Meat

inspection charges, Livestock market fees, Abattoir slaughter service fee, Cotton crop cess, Other food cropcess, Market stalls/slab dues, Health facility User Fees, School fees, Property Tax, Survey fees, Community contribution, Sanitation fees and charges, Plot application fee, Building valuation service fee, Central bus stand fee, Other source revenues include sales from chalk factory, Leather processing Industry, Rice grading (small scale industry). The department uses electronic system in collecting of revenues known as Local Government Revenue Collection and Information System (LGRSIS). Revenue collection increased from 47% in financial year 2014/2015 to 81% in financial year 2016/2017. The following are details of collected own source revenue against budget for previous 6 years

Table 9: Estimations and revenue collections in financial year 2011/2012 to 2016/2017

No.	Year	Description	Budget	Actual Collection	Percentage
1	2011/2012	Own Source	1,584,551,000	1,399,305,199	88
2	2012/2013	Own Source	1,223,680,000	858,990,635	70
3	2013/2014	Own Source	1,794,310,058	1,467,784,766	82
4	2014/2015	Own Source	2,553,907,000	1,196,116,960	47
5	2015/2016	Own Source	3,129,151,000	1,972,346,832	60
6	2016/2017	Own Source	3,211,905,000	2,584,006,011	81

Source: Maswa District Council Revenue Reports from 2011/2012 through 2016/2017

2.2.12.1 Expenditure, Trade and Markets Units

The core function of Expenditure unit is to facilitate other department to implement their activities and provide direct services to community. Other unit's function is to manage council expenditure. The unit uses the Integrated Financial Management System (IFMS) known as EPICOR to conduct its operation. The main challenge of the system is unreliable and unstable network. The District has 3 major trade centers which are Maswa town, Lalago and Malampaka. There are 190 flour milling machines, 5 ginning factories, 18 sunflower oil mills and 2 cotton oil mills. The District also has small-scale industries such as grinding, carpentry, oil extraction,

metal work and tailoring. All these factories create employment to our people and contribute to the District's economy.

The District has registered 1620 business outlets. 88% of the registered outlets have been issued with the business licenses. Other functions of this unit are: to translate policy, laws and regulations to all stakeholders dealing with business and investments; to ensure that all businesses are operated according to the laws as it has been stated in the business Act No 25 of 1972; to collect business license fees using the electronic system (LGRCIS) and to provide education on all matters relating to businesses.

2.2.12.2 Final Accounts

Final Accounts Unit is concerned with Final Accounts preparation which deals with preparations of reconciliation reports, council financial reports (CFR), monthly revenue and expenditure reports and financial statements. The unit use Integrated Financial Management System (IFMS) known as EPICOR to conduct its operation. The main challenge of the system is unreliable and unstable network. The audit opinions since 2011/2012 to 2013/2014 were unqualified opinion while between 2014/2015 and 2015/2016 were qualified opinion.

2.2.13 Internal Audit

Internal Audit unit is an independent unit which is mandated to provide assurance and consultancy service for Maswa District Council operational and Administrative activities. The main objective of Auditing is to safeguard assets in all kinds of loses. The unit has three staffs that enable to carry out the activities. Furthermore, it is defined in the Local Governance Finance Act no. 9 of 1982, Section 45(1) and 48 Revised 2000 and in the Local Financial Memorandum Act no. 13-14 of 2009 that, Council shall employ its own Internal Auditors, under control and directions of the District Director shall be responsible to carry out a review of financial statement and other related system of the council to ensure that the interest of the council is protected.

In making follow-up on project implementation and ensure Value for Money is achieved. The existing situation is value for money in project implemented has been achieved by 75%. In assuring whether expenditure incurred comply with Laws and Regulations in place. The existing situation shows that the compliance level with rules and regulations of the council is over 65%. In auditing of grants disbursed to lower level, the existing situation is that auditing on grants disbursed to lower level is normally done in quarterly bases and report are prepared and submitted to stake holders for further actions.

In preparation of quarterly and annual audit reports, the existing situation is that quarterly and annual reports has been prepared and submitted to the Audit Committee, Council Management Team, Finance Committee, Office Internal Auditor General and National Audit Office and Regional Administrative Secretary. On the other hand, the unit has been making follow up on recommendations raised in audit reports and make sure that all the recommendations are implemented by signing up the compliance plan between auditor and client. Problems Facing the Internal Audit unit are: Shortage of Funds allocated for facilitation of Internal Audit functions, shortage of staff, Inadequacy of working tools like digital camera, scanner and Laptops, Lack of training on capacity Building to Audit Staffs on various systems like LAWSON, EPICOR and LGRCS and Poor knowledge on adherence of financial rules and regulations by the clients.

2.2.14 Environmental Health and Sanitation

The environmental sanitation and cleansing, defines the wide range of activities of Maswa communities under the core functions includes:- cleaning of buildings, open spaces, drainage and roads; solid waste storage, sorting transportation and disposal; sorting and sanitary disposal of waste and dumping sites management; environmental conservation and pollution control; Land, Water, Air and Sound; planting of trees, plants and flowers, pruning and beautification; and environmental and social impact assessment. The department has total of 5 staffs with a deficit of 20 staffs. Maswa district has a total of 63,286 households of which 26,916 have access to improved pit latrines and clean buildings, which is equal to

42.5% of total households. This is due to the annual environmental and sanitation report of 2016. According to land survey of Maswa district, there are 42 open spaces provided in various streets in Maswa town, and other trading centers as follows:-Maswa town are 29, Malampaka 6, Lalago 5 and Sanga mwalugesha 2. For controlling floods in Town, there are 26 storm water drainage alignments along to 260 street roads in the districts. 18 trenches are not working properly due to dilapidation. Due to solid waste storage, sorting, transportation and disposal, the district managed to construct 2 refuse bays for refuse collection and storage; however 4 refuse bins were installed in streets for the same purposes. For the purpose of transportation of solid wastes, the district has 1 tractor with a trailer, which is used to transport the mixed wastes (from collection points (transfer stations) to dumping site for final disposal, however the requirement is 3 refuse vehicles to suit the demand compared to the refuse produced in various areas. Currently 4.5 tons of solid wastes produced per day, out of it, 3.8 tons transported. Sorting system is not being practiced. In order to maintain general cleanliness and sustain the improvement of solid waste management in Maswa town, the district has employed 25 casual labors, used for daily environmental and sanitation activities in Maswa town. But furthermore, the district has established the programme of solid waste fee collections.

A total of TZS 446,000/= is being collected per month, (Clients paid according to their monthly bills). In case of preventing epidemics, communicable diseases and promoting sanitation and hygiene, Maswa district council has managed to construct 7 public toilets at the public markets and trading centers, with provision of hand washing facilities to every facility. For environmental conservation, the district identified 9 areas for environmental conservation, depending on the origin of the environment. Namely:- 1. Mwakinyama forest conservation, 2. Zanzui water source catchment area, 3. Bukigi hill for natural vegetation, 4. Iyogelo for natural water source, 5. Simiyu river catchment area for water source,

6. Mwaneghele catchment area for water source, 8. Shishiyu catchment area for water source, 9. Sola forest and water source conservation area.

On planting of trees, plants and flowers, the program implemented through institutions like schools, community groups etc, whereby 157 schools were sensitized and supplied 47,125 trees for planting. Furthermore, the district conducted various environmental and sanitation programmes to sensitize community on pollution control of Land, Water, Air and Sound as well as pruning and beautification of the given area. These programmes includes:-

1. Lake Victoria Environmental Management Project (LVEMP II) for reforestation and re-afforestation in 19 villages along Simiyu river catchment area,
2. National Sanitation Campaign (NSC) in 24 wards for household's latrines construction and use, school wash and improved environmental sanitation,
3. SNV Project for Sustainable Sanitation and Hygiene for all, in 12 wards.

Environmental and social impact assessment has been done in collaboration with National Environment Management Committee (NEMC) Lake zone office to 1 filling station in order to fulfill the requirement to be certified by NEMC.

2.2.15 Beekeeping

Core functions of the beekeeping unit includes: to assure quality production of honey and wax from beekeeping activities, to facilitate formation of bee keeping groups in the villages, to organize and facilitate training on bee keeping groups and individual people, to facilitate bee keeping groups to link with other bee keeping stakeholders, to conduct patrol on potential area of bee keeping activities, to facilitate management and conservation of biodiversity zone and conserved forest and Monitoring and evaluation of beekeeping activities.

Maswa district has two (02) bee keeping staffs that provide services to 36 wards of Maswa district council. Maswa district council has 77 square km of good biodiversity zone and natural regeneration that provide safe environment for bee keeping activities, but only 15% of 77 square km are used effectively for bee keeping. Maswa district has a total 1,577 modern

beehives of which 1,358 hives are owned by 17 bee keeping groups, 152 are owned by individuals and 67 are owned by Tanzania Forest service (TFS). The production of honey by June 2017 was 9,856.25 Kg and the price of 1kg of processed and packed honey sold by TZS 8,000.00 in local district market. Production of beeswax was 15kgs and the price of 1kg of beeswax sold TZS.15, 000.00. The cost of construction of modern bee hive in Maswa is TZS 85,000.

2.2.16 Information Technology Communication and Public relation

Key function of Communication and Public Relation is to manage all ICT and public relation issues at the district council. ICT deals with managing different computer systems by providing technical support to system users in different Departments and Units. Public relation is responsible for updating web pages and multimedia. The unit is also responsible with collecting, preparing and writing news/ Information as well as taking pictures from different Council occasions / events for records. The unit has a task for managing computer systems (EPICOR, LGRCIS, PLANREP, HCMIS, BEMIS, PREM, GoTHOMIS, TASAF, FFARS, TOMSHA,), Installation of Local Area Network in the following Departments; Finance and Trade, Administration and Personnel, Land and natural resources, ICT Unit and TASAF for implementing Information Systems. Also the Council established Government Mailing System by starting 30 accounts of which 19 are for 13 Departments and 6 Units, 11 for staff who most frequently send and receive information in order to manage privacy of official information. Council website established for publishing important information to Community and other stakeholders. The unit is facing: unstable network services, absence of Local Area Network (LAN) in Maswa District Offices, inadequate of working tools, shortage of Manpower and low computer skills among users.

2.2.17 Legal

The core functions and roles of the unit are to: represent the Council before the Court of law, where it is suing or being sued (this power is so conferred by section 12(1) of the Local Government (District Authority) Act No.7/1982

R.E 2002; enact and do amendments to Council's By – Laws as per section 153 of the Local Government (District Authority) Act No.7/1982 R.E 2002; prepare and revise Council's Regulations; vet all the Contracts prepared by the Procurement & Management Unit (PMU) by virtual of section 60 of the Procurement Act; interpret laws and regulations in the Council meetings and the Council at all; advice the District Executive Director in all matters towards the running and operation of the functions of the Council in compliance to the Laws, Rules, Regulations and Government Directives; coordinate and supervise all operations of the Ward Tribunals in the District by making sure that they operate in accordance to the Ward Tribunals Act of 1985 R.E 2002 and any other enabling laws; give advice and legal aid to the community and other people within the entity; perform other duties as instructed by the District Executive Director.

The Maswa District Council Legal Unit has three staffs who are Legal Officers. For the financial Year 2016/2017 have vetted 18 contracts valued at Tshs 714,287,490/=. Currently, the Unit has Six pending legal proceedings in Courts of law, four (4) of them are Land cases and two (2) Civil Cases. Thus, for the financial year 2016/17 the Council has won one (1) case. Furthermore the Council has no any pending Labour cases, Election Cases nor Employees discipline cases filed to (CMA) but there are some under the TSC in District level for employees in Education Department on several cases on 42 employees.

The Council has enacted five (5) By laws including: Maswa District Council (Rain water harvesting by- laws) of 2016, Maswa District Council (Service Levy by – laws) of 2017, Maswa District Council (Fees and Charges by- laws) of 2017, Maswa District Council (Environmental Conservation By – laws) of 2017 and Maswa District Council (Property Tax by-laws) of 2017. The Maswa District Council has 36 Ward Tribunals operating in compliance to the Court's Land Dispute Settlement Act, No.2/2002, the Ward Tribunal's Act Cap.216 of 1985 and other enabling laws the Legal in collaboration with the Land and Natural Resources Department through the fund from Capacity Building Grant (CBG) is in the process of conducting seminars for Capacity Building to Ward Tribunals newly established after the expiration

of their time. Up to now there are 11 Ward Tribunals which have attended the training subject to the continuing of this project to all Ward within the District.

2.2.18 Election

Core functions of Election Unit are to: ensure all election processes are conducted in free, fair and peaceful environment; facilitate, supervise and coordinating voter's registration and Review of National Voters Register; facilitate, supervise and conduct Presidential, Parliamentary and Local Authority Elections and By-elections; facilitate and sensitize community on election matters; monitor and evaluate all election processes within the district. The council is continuing to coordinate election matters on the bases of the Constitution of the United Republic of Tanzania, 1977 and National Electoral Commission Rules and Regulations by ensuring there are free, fair, and peaceful multi-party elections. In 2015, 157,296 qualified people were registered in National Voters Register, where by East Maswa constituency consist 81,146 and West Maswa constituency are 76,150. General election conducted in 2015; 36 Elected Councilors and 12 Appointed Women Special Seats Councilors and 2 Member of Parliament were elected. The Local Government Authority election conducted in 2014; 120 Village chairpersons, 510 sub village chairpersons and 1529 village council members were elected.

Politically Maswa District has two Constituencies namely East Maswa and West Maswa. East Maswa composed of 19 Wards while West Maswa consists of 17 wards. Political parties participated in 2015 general election were CCM, CHADEMA, CUF, ACT-WAZALENDU, ADA-TADEA and UDP. Number of voters registered for this election was 157,296 but only 109,671 (70%) voted.

The current problems affecting the effective performance of the election issues in the District are: shortage of funds to conduct local government election, shortage of working tools, low knowledge of civic education to voters and the general public, some Biometric Voters Registration (BVR)

machines were not in good condition thus not worked properly, double registration of some voters, lack of permanent polling stations and inadequate conducive buildings to use as polling stations, some political parties do not adhere to agree with campaign schedule, some polling station names differs from the actual station/area, more than one polling stations with the same name.

2.2.19 Procurement Management Unit

The Procurement Management Unit was established under Public Procurement Act, 2004 section 34 (1). The core purpose of Procurement Management Unit establishment was to ensure the appropriate public funds usage that results into the best value for money achievement. The unit has 8 staffs. Three of them are out of office for various reasons. Currently five staffs are in PMU. The number of staffs exceeds the limits of 4 staffs according to establishment. The Unit has been appropriately preparing tendering documents accordingly. For the financial 2016/2017 the unit prepares more than 18 tender documents which resulted into formal contracts. The major functions of PMU are:

(a) Manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract.

PMU is unable to manage procurement processes directly at lower level (villages and wards) since some of the projects come with directives i.e. Payments For Results (P4R) and Results Based Financing (RBF), that needs villages and ward's committees to perform procurement processes. Such situation leads to noncompliance to Public Procurement Acts and its Regulations since, those members have lack of knowledge on Public Procurement Acts, Regulations and Guidelines

Also the limited budget affects PMU to conduct training on public procurement processes at lower level of the council. For financial year 2016/2017 the unit had 12ml approved annual budget, but the annual expenditure was only Tsh. 4,350,880/=. Again 2017/2018 the annual approved budget is Tsh. 18,000,000/= which also inadequate to run the

unit's operation activities, office equipment acquisition and conducting training to both higher and lower level personnel.

Again some suppliers and service providers owe the council, so they put illegal conditions that are contrary to Public Procurement Acts and Regulations i.e. to be paid before goods/service delivery. By June, 2017, the council was owed Tsh. 514,425,966.98 by suppliers. Stocktaking is not effectively conducted due to limited budget and lack of knowledge to user departments, which leads to poor participation on stocktaking exercise. Legislation changes affect procurement personnel to incorporate such changes in procurement processes unless they have enough training on such changes i.e. APP and PPR of 2016 and PMIS of Public Procurement Regulatory Authority.

(b) Support the functioning of the tender board.

PMU calls for 10 tender board meetings and 4 of them were emergency meetings. There could be not necessity for emergency meetings since such procurements were included in annual procurement plan. This is contrary to the Public Procurement Acts and its Regulations and their Amendments of 2016. This because user departments do not follow their procurement action plans by treating some procurements as emergency which is not true.

Tender board meetings are not conducted according to regulations and guidelines due to shortage of budget. It affects the functions of tender board and results the procurement decisions to be not done as planned. Ten sat tender board meetings for the financial year 2016/2017, only two meetings the members were paid, the rest eight meetings were not paid.

(c) Implement the decisions of the tender board

PMU does implement the decisions of the tender board accordingly, such as preparing letter of acceptance for tender awarded and contracts. 8 tenders were advertised through national competitive tendering and 10 were through competitive quotations.

(d) Act as a secretariat to the tender board

The procurement management unit acts as secretariat to tender board on all 10 called tender board meetings. The Head of PMU acts as a secretary

and Two members from PMU attend all tender board meetings and taking all notes based on the members discussion as tender board meeting minutes, as required by the regulations

(e) Plan the procurement and disposal by tender activities of the procuring entity

The unit hardly plans the procurement and disposal by tender activities of the procurement entity due to unwillingness of user departments to participate in procurement planning processes. It necessitates the unit to extract the procurement activities from the book of the budget. PMU prepared the annual procurement plan of Tsh. 8,284,096,571/= for the financial year 2016/2017 and Tsh. 5,111,670,372/= for the financial 2017/2018.

(f) Recommend procurement and disposal by tender procedures

The unit has been recommending appropriate procurement and disposal methods by tender procedures. PMU proposed the appropriate procurement methods for the procurement of works, goods and services worth Tsh. 2,149,473,815.26 at the level of the council for the financial year 2016/2017.

(g) Check and prepare statements of requirements

Principally the procurement management unit together with user departments should prepare the statement of the requirements. Some user departments do poorly participate in such requirements specifications i.e. the request of computers procurement may lack appropriate specifications such as 'capacity of the computer' e.g. RAM, POCESSOR, Screen width etc. Also the procuring entity has no mechanical engineer who could technically inspects and identify motor vehicles problems and advice of technical issues related to motor vehicles which has been spends a lot of money on services. Also it has been difficult to make procurement of technical medical equipment services due to scarcity of internal technical expert personnel who could guide the process of inspection of equipment before and after service.

(h) Prepare tendering documents

The Unit has been appropriately preparing tendering documents accordingly. For the financial 2016/2017 the unit prepares more than 18 tender documents which resulted into formal contracts. The challenge is lack of office facilities and equipment i.e. internet infrastructure.

Also some suppliers, contractors and service providers have little knowledge on how to prepare bidding documents, that makes evaluation exercise to be hard and poor cooperation when requested to collect, prepare and submit the bidding documents. This has been affecting the lead time of procurement processes.

(i) Prepare advertisements of tender opportunities.

The procurement management unit does prepare and advertise tender opportunities about more than 18 tenders for the financial year 2016/2017. The challenges is lack of office facilities and equipment i.e. internet infrastructure.

(j) Prepare contract documents

The procurement management unit did appropriately prepare more than 18 contract documents for the financial year 2016/2017. The challenge is lack of office facilities and equipment i.e. stationery.

(m) Issue approved contract documents

The procurement management unit issued the approved contract documents to 18 contractors and service providers.

(n) Maintain and archive records of the procurement and disposal process

The procurement management unit has been maintaining and archive records of procurement and disposal process. For 2016/2017 the unit has maintain 18 contracts (worth Tsh.1, 435,186,324.7) and other records of procurements worth Tsh. 714,287,490.56 of goods and services.

(o) Maintain a list or register of all contracts awarded

The list of contracts is well maintained whereby 18 contracts for the financial year 2016/2017 were maintained. The unit does hardly update contract register of all contracts awarded, due to the challenge on how to retrieve the payments details of suppliers and contractors from finance department.

(p) Prepare monthly reports for the tender board

The procurement management unit had successfully prepared monthly reports for the tender board i.e. the procurement reports of Tsh. 2,149,473,815.26 for financial year 2016/2017 were well prepared and reported to appropriate management meetings.

(q) Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan.

The procurement management unit had successfully prepare quarterly reports submit to for the management meetings i.e. the procurement reports of Tsh. 2,149,473,815.26 for financial year 2016/2017 are well prepared and reported.

Generally; PMU managed to procure works worth Tsh. 1,435,186,324.7, goods and services worth 714,287,490.56 which amount to Tsh. 2,149,473,815.26 at the level of the council for the financial year 2016/2017. The total amount planned for procurement for the financial 2016/2017 was Tsh. 8,284,096,571. The implementation of procurement plan for the financial year 2016/2017 was 25.95% of annual procurement plan. Procurement Management Unit has been guiding the lower levels on procurement processes i.e. schools and health centers when making procurements. In financial 2016/2017, PMU conducted training to 9 wards in which various village's development and schools committees were trained on public procurement processes. Training program was facilitated by planning department.

2.3 The Analysis of External Environment

Apart from examining the mandate and scope of the functions of the Council, development of this Strategic Plan also has considered the following:

- The Second National Five Year Development Plan 2016/2017-2020/2021 (FYP II) which has integrated frameworks of the first Five Year Development Plan (FYDP I, 2011/2012-2015/2016) and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA II, 2010/2011-2014/2015).
- The National Agriculture Policy (2013): Agriculture is the mainstay of the Tanzanian economy contributing to about 24.1 percent of GDP, 30 per cent of export earnings and employs about 75 percent of the

total labour force. The rate of growth in agriculture is higher than the average annual population growth rate of 2.6 percent implying growth in incomes. However, the average agricultural growth rate of 4.4 percent is insufficient to lead to significant wealth creation and alleviation of poverty, given the low level of agricultural development. Attaining poverty alleviation requires annual agricultural growth rate of from 6 to 8 percent. Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 per cent of agricultural GDP.

- National Livestock Policy (2006): The Livestock Industry has an important role to play in building a strong national economy and in the process, reducing inequalities among Tanzanians by increasing their incomes and employment opportunities, while nurturing the natural resources. The rationale behind the National Livestock Policy is to commercialize the industry and stimulate its development while conserving the environment.
- The Tanzania National Development Vision (2025): Tanzania envisions that by 2025 will have attained a remarkable development from a least developed to a middle income country in the areas of high quality livelihood, peace, stability and unity, good governance, as well as educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.
- Tanzania Mini- Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 7-7.5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating "Ponds" (SEZ) and attracting "Migrating Birds" (Investment especially FDI) - "Ponds and Birds" theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurs/venture spirit and weak manpower skills for developing modern industry.
- Small and Medium Enterprise Development Policy 2002: In Tanzania, the Small Medium Enterprise (SME) sector has been recognized as a

significant sector in employment creation, income generation, poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation.

- Local Government Reform Program with the aim to achieve accelerated and equitable socio-economic development, public service delivery and poverty reduction across the country.
- Cooperatives Development Policy: This policy emphasizes on first transformation of farming from subsistence to commercial enterprises for the majority of producers, secondly assisting farmers to undertake critical problem analysis and assessment to understand the available alternative opportunities, production costs and market trends so that they can allocate their resources more efficiently value adding, and improvement of quality of products.
- Sustainable Development Goals (SDGs), the UN member states had adopted global Sustainable Development Goals (SDGs) from 25th Septembers, 2015. The SDGs are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals by 2030 deadline.
- Ruling Part Election Manifesto of 2015.

2.4 Stakeholders Analysis

Maswa District council is a composition of consortium heterogeneous community with diverse specialization, perception, capacity and interest in which this strategic plan is desired to achieve.

Table 10: Stakeholders Analysis Matrix for Maswa District Council

No	Name of stakeholders	Role of stakeholders	Service delivered to stakeholder	Expectations of stakeholders	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
1	Central Government	Paying salaries, Provision of policies and	Tax collection, Accountability, Provision	Maintain Peace and security, adhere	The amount of funds disbursed from	H

No	Name of stakeholders	Role of stakeholders	Service delivered to stakeholder	Expectations of stakeholders	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
		guidelines, Provision of technical back stocking, financing Development projects	of Implementation reports	rules and regulation , Provision of highly Good services to the community, Value for Money	central government will be reduced, Disciplinary measure	
2	Community members	Participate in development projects, producers, Tax payers	Social services, socio-economic services	To be delivered with highly social services	Increase of poverty, Political instability, Low morale to community to participate in economic activities , Mis - trust	H
3	Donors(World Vision, UNDP, AMREF, UNFPA, WORLD BANK, DFID, CUAM)	Provision of both financial and technical support	Provide development reports	Accountability, adhere to conditional ties, To deliver highly social services	Withdrawal from financing on development activities , Low performance	M

No	Name of stakeholders	Role of stakeholders	Service delivered to stakeholder	Expectations of stakeholders	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
					nce in areas they fund	
4	Financial Institutions (NMB, CRDB)	Provision of loans to staffs and community members, To officer financial services, To support development projects	Creation of conducive environment for investment	Maximum collaboration, Maximum profits, To win more customers	Collapse, Failure to contribute in development activities	M
5	Suppliers(Contractors)	Provision of services based on terms of reference(TOR), Paying tax	Conducive working environment, enabling environment to them to work	To win more tenders, Maximum profits	Collapse, Failure to provide services based on Term of References	M
6	Mass media(Radio, News paper)	Dissemination of information to the community, Educating, entertaining and communicating	Information provision, Provide conducive environment for investment	Profit making, Conducive environment for investment, Timely, access of information	Miss-information deliver to community members, Not collaborate with the	M

No	Name of stakeholders	Role of stakeholders	Service delivered to stakeholder	Expectations of stakeholders	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
					institution	
7	Non – Governmental Organizations	To provide financial support implantation of development projects, Capacity building	Enabling environment for them to operate	Maximum cooperation, Conducive environment	Failure to provide financial support	M
8	Community based organizations	To provide fund for the implantation of development projects, Capacity building	Registration, provision of guidelines,	Maximum collaboration, conducive environment	Failure to provide financial support	L
9	Social security Fund(NSSF, LAPF, PSPF, GEPP,PPF)	Financial support, Provision of terminal benefits for employees	Registration of members, entering data	To get more members, Timely loan recovery	Collapse of Social security Fund	H
10	Insurance Companies(NHIF, CHF,)	To provide insurance services	To provide financial	To maximize profit, Conducive environment for them to operate, To register more members	Collapse	H
11	Trade Unions (TALGWU,	To protect workers'	Conducive working	Conducive	Collapse	L

No	Name of stakeholders	Role of stakeholders	Service delivered to stakeholder	Expectations of stakeholders	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
	TUGHE,CWT, TUICO)	rights,	environment, Financial contributions	environment, Contributions from workers		
12	Political Parties(CUF, CHADEMA, CCM, TLP, ACT MAENDELEO, ADA-TADEA, UDP)	To provide Manifesto, They are Watch dogs, Community mobilize	Project implementation reports of various projects,	To gain power, To win more members, Recognitions	Collapse if they fail to get members	H
13	Religious Institutions (CALTAS,BAK WATA)	To support provision of development projects	Conducive working environment, Collaboration	Maximum collaboration	Withdrawal in provision of various social services	M
14	Councilors	Decision makers, Sensitization to community members to participate in development activities	Capacity building, Statutory benefits	To gain popularity , Maximum collaboration, Recognition	Failure to participate fully in community sensitization to participate in development activities	H
15	Employees	To deliver social services to	Provision of Statutory	To get salaries, Conduciv	Loose of morale to offer	H

No	Name of stakeholders	Role of stakeholders	Service delivered to stakeholder	Expectations of stakeholders	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
		the community	allowances and salaries	working environment, Timely payments of salaries and statutory allowances, career development	services, Labor turnover, poor social services	
16	Micro-finance Institution(FINCA, SEDA, VISION FUND,	To provide loans, Capacity building	Technical support,	To get more profit, more members	Collapse	L
17	Academic Institutions(IRDP-DODOMA, SUA, UDSM, UDOM)	To provide technical support, To provide technical personnel	Conducive environment, provision of tender, Payments	Conducive working environment, Maximum collaboration	Failure to provide services,	H
18	Law Enforcers(PCCB, PRISON, POLICE)	To maintain Peace and Security, Law enforcers	Collaboration	Maximum collaboration	Highly rate of crimes	H
19	Government Agencies (TRA, TTCL,)	Revenue collection , Provision services	Enabling environment, Collect revenue	Maximum corporation, timely payment	Miss-trust, Penalty	H

2.5 Strengths Weaknesses Opportunities and Challenges (SWOC) Analysis

In achieving human growth and societal development, Maswa District council requires effective utilisation of its Strength and Opportunities to address the existing Weaknesses and challenges. The internal and external situational analysis conducted in the District identified different strengths, weaknesses, opportunities and challenges that need to be addressed and exploited. The following is the summary of SWOC analysis of the District Council.

2.5.1 Strength

- Well established administrative system
- Good communication among staff and other stakeholders from lower level to District level
- Availability of skilled personnel
- Availability of good road network
- Availability of well established by- laws
- Availability of working tools
- Capacity of the Council to collect own revenue

2.5.2 Weaknesses

- Selfishness behavior among staff
- Weak departmental coordination
- Lack of confidence to some staffs
- Poor linkage between research institutions, extension officers and farmers
- Less morale of the community towards contribution of the development projects
- Shortage of working tools which are purchased from own revenue
- Poor file Management
- Some departments interferes procurement process
- Noncompliance with rules and regulation among departments

2.5.3 Opportunities

- Availability of good number of Livestock
- Availability of Laws, Guidelines and sect oral policies

- Availability man power
- Availability of land
- Availability of fertile land for agriculture
- Presence of Industrial Zone
- Presence of Railway line crossing within the District
- Availability of Development partners and Financial institutions
- Good relationship with development partners
- Availability of historical sites
- Availability of Minerals
- Availability of communication network
- Availability of Public institutions
- Availability of utility Agencies
- Presence of good relationship with Central Government
- Peace and security of the District

2.5.4 Challenges

- Shortage of staffs
- Shortage of working tools which are purchased from Central Government sources
- Shortage of service facilities
- Prevalence of HIV/AIDS
- Political interference on technical issues
- Unreliable and high price of agricultural inputs
- Unreliable market for agriculture produce
- Prevalence of livestock diseases
- Cultural behavior hinder developments projects
- Prevalence of crops diseases
- Inadequate and untimely disbursement of funds from central government
- Unreliable rainfall
- Large number of illiterate people
- Bad old traditional believes
- High mortality rate and Neonatal
- Noncompliance of medication
- Unfavorable (add hock) government directives
- Existence of high gender violence

- Pupils Teachers ratio
- High prevalence rate of Non-Communicable diseases
- High family separation
- Early marriages and Early pregnancies

2.6 Core values

The implementation of Maswa District Council strategic Plan is guided by 6 major core values that constitute what the council values most. The formulated core values shall lead the council staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate; these shall be fundamental principles towards achieving the common vision.

(i) Team work spirit

Maswa District council should work in team to increase effectiveness and efficiency. All staff and members organizations put their personal agendas and interests aside to save the needs of its organization and those customers and clients. There should be an enthusiasm and incentives to all staff towards achieving the Districts' objectives.

(ii) Integrity

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

(iii) Accountability and Transparent

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

(iv) Customer focused

All staff should perform their functions without favoritism all discrimination of some customers. All staff should avoid all forms of nepotism in terms of sex, religion, political ideology, race and tribalism in service delivery

(v) Compliance

All staffs should not be biased in political affiliation during service delivery. All functions of the district council should be fair to everybody without profit conscious and aimed at complying the demand of community members.

(vi) Privacy and Confidentiality

All staff providing services community members should respect client's privacy and confidentiality during service delivery.

CHAPTER THREE

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

3.1 Introduction

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

3.2 Achievements made from the Implementation of the Previous Strategic Plan

3.2.1 Achievements in Human Resource and Administration

- ✓ Working environment for 170 (59%) staff have been improved by procuring working tools such as Computers, tables, office chairs and other office consumables.
- ✓ Council provided training on duties and responsibilities for 143 elected leaders. Also 120 staff attended long and short courses at various training colleges/institutions
- ✓ District PCCB staff provided training on types of corruption and how to combat them at different levels of the council.
- ✓ HIV Infection rate reduced from 6% by July 2011 to 4.6% by June 2012
- ✓ Working environment for 290 (92%) have been improved by procuring working tools such as Computers, tables, office chairs and other office consumables.
- ✓ Neither By-election nor General election has been conducted in this period.
- ✓ Training for 143 elected council leaders have been provided
- ✓ About 110 staff attended long and short courses.

- ✓ Only 10 (48%) vehicles have been improved.
- ✓ Training for 680 elected leaders and 118 staff have been provided.
- ✓ Environment for 290 (92%) staff have been improved by procuring working tools such as Computers, tables, office chairs and other office consumables.
- ✓ Financial status of 115 villages improved (through provision of building materials for laboratories construction in 32 Secondary schools).
- ✓ Working facilities have been provided to 290 staff.
- ✓ Meetings at council level have been conducted as scheduled (100%).
- ✓ 4 Administration staff have been capacitated by attending seminars and short /long courses
- ✓ Debt management enhanced. For instance no employee transferred within the council if transfer allowance not available.
- ✓ Managerial and coordination of services in 25 Wards not highly improved

3.2.2 Achievements in Health Sector

- ✓ HIV/AIDS infection reduced from 4.2% to 3.7% by June 2017
- ✓ TB case detection rate raised from 41% to 48% by June 2017
- ✓ Prevalence of oral diseases reduced from 1.3% to 1% by June 2017
- ✓ Shortage of medicine, medical equipment, hospital and diagnostic supplies reduced from 30% to 20% by June 2017
- ✓ Good working condition status of medical equipment raised from 60% to 80% by June 2017
- ✓ Complications related to injuries reduced from 2% to 1% by June 2017
- ✓ Prevalence rate of cardiovascular diseases reduced from 3% to 1% by June 2017
- ✓ 89% of blood donated assured to be safe for transfusion to all health facilities by June 2017
- ✓ Availability of data collection tools to all 46 health facilities by June 2017

- ✓ Documentation of NHIF claims forms and CHF data collection increased from 48% to 70% at all levels by June 2017
- ✓ Institutional management capacity strengthened from 75% to 82% by June 2017
- ✓ All health workers got incentive packages by June 2017
- ✓ Eye disease reduced from 1% to 0.25% by June 2017
- ✓ Infant mortality rate reduced 8/1000 to 7/1000 by June 2017
- ✓ Safe water supply increased in health facilities from 5% to 10.7% by June 2017
- ✓ Health facilities solid & liquid waste management improved from 67% to 72% by June 2017
- ✓ Vector and vermin control measures improved from 70% to 75% by June 2017
- ✓ Capacity on management of emergency/disasters/prepared & response strengthened from 50% to 60% by June 2017
- ✓ Conducive working environment to health care workers raised from 68.2% to 77% by June 2017
- ✓ Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 10% to 7% by June 2017

3.2.3 Achievements in Livestock and Fisheries Development

- ✓ Extra duty, Computer supplies, Outsourcing, Diesel, Per diem, Burial expenses, Leave travel, Agency fee, Ground travel and Office consumable were provided and
- ✓ Employment benefits of 12 livestock staff improved through provision extra duty, leave allowance and on safari allowance
- ✓ 28 Livestock staff and 314 livestock keepers were sensitized in National Anti-corruption strategy through 12 departmental meetings and 6 village meetings
- ✓ 28 Livestock staff got HIV/AIDS awareness through 12 departmental meetings
- ✓ Fish fingerlings 77,750 planted in 16 village charcoal dams 4 private owned ponds
- ✓ Extension services delivered to 40 villages by extension officers

- ✓ Pasture plots 23.9 acres were established at Sayusayu, Isanga, Senani, Bugarama, Mwabaraturu, Isulilo, Ikungalya and Malita villages
- ✓ Extension services delivered to 39 villages by extension officers
- ✓ Data collection for cattle sold at the market and data for production of milk eggs and hides/skins were collected whereby livestock keepers earned TZS 14,399,959,400/= for year 2013/14
- ✓ 442,599 livestock dipped, 9,551 livestock treated and 6,583 chicken vaccinated against NCD
- ✓ Two dip tanks at Zanzui and Shishiyu villages were rehabilitated and one (01) slaughter slab at shishiyu village was constructed
- ✓ Extension staff were supported with motorcycle fuel, stationary, lunch allowance and 4 of them with leave allowances
- ✓ Five (5) Extension staff were supported with motorcycle fuel and three (3) of them with leave allowance
- ✓ 36 villages out of 126 villages received extension services
- ✓ Deworming 141,346 livestock, dipping of livestock 300,351 and 4,747 treated for various diseases. Also 552 dogs were vaccinated against rabies and 2,580 chicken against NCD
- ✓ Two (02) charco dams were rehabilitated at Mwabayanda 'S' and Igongwa villages and one (01) charco dam was constructed at Busamuda village.
- ✓ One (01) cattle dip tank at Mwashegeshi has been constructed
- ✓ 12 staffs were supported with fuel for motor vehicles, office consumables provided and 2 staff their annual leave payment made.

3.2.4 Achievements in Water Sector

- ✓ Increasing in accessibility of safe and clean water services from 42.00% to 59.78%
- ✓ Completed of some water supply schemes (eg. Malampaka, Sayusayu, Mwasayi and Njiapanda)
- ✓ Improving water supply infrastructure data base
- ✓ Working condition was maintained moderately
- ✓ Awareness was created, thus no cases on corruption found
- ✓ Sensitization education was provided and trees were planted in water sources

- ✓ Working condition was maintained moderately
- ✓ 47 COWSOs were formed and registered
- ✓ Water services was delivered to 47 COWSOs which is about 44.76% of the actual target
- ✓ Increasing in accessibility of safe and clean water services from 43.00% to 47.00%

3.2.5 Achievements in Secondary Education

- ✓ Awareness was created to teachers and students
- ✓ HIV/AIDS infection rates reduced from 5% to 3.3%
- ✓ Working condition was maintained
- ✓ 3 staffs paid annual leave
- ✓ 38 teachers paid annual leave
- ✓ 10 teachers attended long training
- ✓ 36 schools supplied with teaching and learning materials
- ✓ Funds for meals were received
- ✓ 6 teachers houses constructed
- ✓ 18 classrooms constructed
- ✓ 2 dormitories at Binza secondary schools constructed
- ✓ laboratory rooms constructed at Nyabubinza secondary schools
- ✓ Working condition was maintained
- ✓ Office working materials was supplied
- ✓ 32 teachers paid annual leave
- ✓ 17 teachers attended long courses
- ✓ Teaching and learning materials were supplied
- ✓ Funds for meals were received
- ✓ 2 teachers house were constructed at Mjebeli 1 and Buchambi 1
- ✓ 2 Classrooms were completed at Salage secondary school
- ✓ Working condition was maintained moderately
- ✓ 73 teachers paid annual leave
- ✓ Teaching and learning materials were supplied
- ✓ Funds for meals were received
- ✓ 1 laboratory was constructed at Nyalikungu Secondary school
- ✓ 8 classrooms were constructed at Malampaka 4 and Nyalikungu 4
- ✓ 14 pit latrines were constructed at Nyalikungu 6 and Malampaka 8
- ✓ Working condition was maintained moderately

- ✓ 76 teachers paid annual leave
- ✓ 12 staffs were paid moving expenses
- ✓ Teaching and learning materials were supplied to schools
- ✓ Funds for meals were received
- ✓ 6 laboratory rooms constructed
- ✓ Awareness was created to the staff members and students
- ✓ 52 teachers paid annual leave
- ✓ 3 staffs were paid moving expenses
- ✓ Teaching and learning materials were purchased by schools
- ✓ Meals, Capitation grants and compensation funds were received and used by schools
- ✓ 6 classrooms were constructed
- ✓ 14 pit latrines were constructed
- ✓ Six in one house was constructed

3.2.6 Achievements in Community Development, Gender Youth and Children

- ✓ Two Staff paid annual leave allowances.
- ✓ National festivals were conducted.
- ✓ Office consumables were provided.
- ✓ One staff was facilitated long course training.
- ✓ Six day (6) care centers of Dekapoli, KKKT, Magereza Maswa, Magereza Malya, Gmrive, Roman Catholic capacitated by 100%
- ✓ One hundred forty four (144) groups established and facilitated
- ✓ Twenty four (24) groups of Youth established by June 2014
- ✓ Stake holders meetings were conducted to 53 leaders from 25 groups and 12 peer educators
- ✓ 100 workers were provided training on work place intervention and HIV and AIDS mainstreaming.
- ✓ One day training was conducted to 84 members of village multisectoral committee (VMACs).
- ✓ Fifteen groups of PLHAs, 200 OVCs and 3 groups of widows provided grants for care treatment and other human support materials
- ✓ Gender sensitive sexual reproductive and HIV and AIDS education provided to 25 pupils in primary schools and 13 secondary schools.

- ✓ Coordination and management of HIV and AIDS interventions strengthened in 12 wards whereby they provided grants to implement their roles of HIV and AIDS preventions.
- ✓ Meetings were conducted to 3 divisions of Mwagala, Sengerema and Nunghu where by 125 community leaders facilitated.
- ✓ 8 people with disabilities provided bicycle
- ✓ Six groups of local artisan strengthened on improved housing technology
- ✓ Groups of people with disabilities, people living with HIV and AIDS, women, youths, OVCs, Elders and children were supported by grants and other basic needs.
- ✓ 84 community leaders from Budekwa, ie. Groups of mama lishe, bar maids, hotel workers, salonists, Bodaboda and bicycles riders, PLHIVs and other IGA were facilitated with community conversation enhancement.
- ✓ 4,500 students from 12 sec and primary schools provided with School based gender and sensitive reproductive and HIV and AIDS education
- ✓ Coordination and management of HIV and AIDS interventions implemented to 45 groups of PLHIVs and other groups who dealings with HIV and AIDS interventions, from 17 wards
- ✓ Advocacy meetings were conducted to 60 leaders in the district. stakeholders meeting were conducted to 40 leaders group
- ✓ HIV and AIDS stakeholders meeting were conducted to 40 leaders group.
- ✓ Eighteen groups provided care and support
- ✓ In respect to TASAF III programme 12,960 poor households were identified in 80 villages equivalent to 94%
- ✓ 12,209 poor households were enrolled in 80 villages equivalent to 98%
- ✓ 1,120 CMC members were trained on program management in 80 villages equivalent to 100%
- ✓ Fourteen groups of women trained and provided the loan of Tsh. 9,250,000/=
- ✓ Six groups of youths trained and provided the loan of Tsh. 8,750,000/=

- ✓ Training of making and using of improved stoves was provided to 12 local artisans in 6 villages

3.2.7 Achievements in Planning Statistics and Monitoring

- ✓ Quarterly monitoring of development (construction of laboratories to secondary schools) has been done, 4 quarterly progress report prepared and submitted to RS on time, 2 reports of implementation Manifesto prepared and submitted on time, This target implemented by 100%
- ✓ Each quarter monitoring and supervision of development project conducted by the CMT and Councilors', This target Implemented by 80%
- ✓ Rehabilitation of Council head quarter conducted (District Executive Director's office), Construction of Council chair person toilet, Rehabilitation of Council hall conducted, this target implemented by 20%
- ✓ Village and ward plans were prepared and passed by the full Council, Scrutinized by RS and submitted to PORALG and MoF on time, this target implemented by 100%
- ✓ Office consumables were procured on time, leave expenses to 1 staff were paid, This target implemented by 50%
- ✓ Village and ward plans were prepared and passed by the full Council, Scrutinized by RS and submitted to PORALG and MoF on time, this target implemented by 100%
- ✓ Office consumables were procured on time, leave expenses to 1 staff were paid, This target implemented by 50%
- ✓ Rehabilitation of Council head quarter conducted (District Executive Director's office), Construction of Council chair person toilet, Rehabilitation of Council hall conducted, this target implemented by 20%
- ✓ Accrued payment to 4 development projects were made (Completion of secondary school laboratory, Construction of hostel at Malampaka Sec, Procurement building materials –

aluminum windows, Completion of dispensary at Senani, Purchasing of hard wood for construction of pupils desks) this target implemented by 95%)

- ✓ 99 laboratories constructed, 6 classrooms at Kinamwigul-2, ipililo-2, Jija-2 constructed, 6 pupil's pit latrines at Ipililo secondary constructed, 4 teacher's toilet at Jija-2 and Kinamwigulu-2 were constructed, 6 multi-unit of teacher's house at Jija secondary school were constructed, This target implemented by 60%
- ✓ Village and ward plans were prepared and passed by the full Council, Scrutinized by RS and submitted to PORALG and MoF on time, this target implemented by 100%
- ✓ 95 laboratory rooms for secondary schools were constructed, This target implemented by 60%
- ✓ Village and ward plans were prepared and passed by the full Council, Scrutinized by RS and submitted to PORALG and MoF on time, this target implemented by 100%
- ✓ Quarterly monitoring and follow up of development projects were conducted (construction of laboratories to secondary schools) has been done, 4 quarterly progress report were prepared and submitted to RS on time, 2 reports of implementation Manifesto were prepared and submitted on time, This target implemented by 100%
- ✓ Sets of office consumable were procured for Office operation. This target were implemented by 40%
- ✓ M & E were conducted on 36 wards and 3 division on development projects, Quarterly progress reports were prepared and submitted to RS timely, This target implemented by 100%
- ✓ Office consumable were procured for office operations, 2 staffs were paid leave expenses, 2 staffs attended training on Planrep at Mwanza. This target implemented by 75%
- ✓ Quarterly monitoring of development projects was done, 4 quarterly progress report were prepared and submitted to RS timely.

- ✓ Office consumable were procured, 4 laptop were procured, 1 motor vehicle were procured(STK7089), Office furniture were procured, This target implemented by 100%
- ✓ M&E were conducted to 26 wards and 3 division on development projects
- ✓ Village and ward plans were prepared by facilitating WEOs to prepare village and ward plans, hence Council plan and budget prepared and submitted to MoF.
- ✓ Quarterly monitoring of development projects was done, 4 quarterly progress report were prepared and submitted to RS timely.

3.2.8 Achievements in Land and Natural Resources

- ✓ 25 tree nurseries were established in primary and secondary schools.
- ✓ 6 TP drawings were prepared 2 in Malampaka and 4 in Maswa township
- ✓ 519 plots were surveyed.
- ✓ Development control was done by 35% though provision of building permits, and demolition of unplanned kiosks in market square.
- ✓ The staff was sensitized during the monthly departmental meetings.
- ✓ The staffs were sensitized during the monthly departmental meetings.
- ✓ Working environment to 15 staff was provided by 40%.
- ✓ 419 plots were surveyed at Nyalikungu and Malampaka
- ✓ Valuation was done to 3100 properties by zoning of densities (high, medium and low densities).

3.2.9 Achievements in Environment and Solid Waste Management

- ✓ 15 tree nurseries were established in primary and secondary schools
- ✓ 20 staff statutory benefits ensured

- ✓ Improved institutional latrines constructed at 4 primary school namely, Busamuda, Kakola, Mwafa and Sangamwampuya primary school
- ✓ One public latrine constructed at Malampaka public market
- ✓ pay 25 casual labour for solid wastes disposal in Maswa town
- ✓ Improved toilets at household level improved from 68% to 76%
- ✓ Water, hygiene and sanitation related diseases reduced from 60% to 25%
- ✓ Improved toilets at household level improved from 64% to 68%
- ✓ 344,500 trees seedlings were raised by Mshikamano group at Sola environmental Centre.
- ✓ Mshikamano group was established for environmental conservation
- ✓ Demarcation of 60 meters of Simiyu River bank completed
- ✓ Solid and liquid wastes collection and disposal increased from 30% to 40%
- ✓ 344,500 trees seedlings were raised by Mshikamano group at Sola environmental Centre

3.2.10 Achievements in Information, Communication, Technology and Public Relations

- ✓ Supervising and coordinating 13 Departments and 6 Units through ICT Services by 40%
- ✓ Communication and Network Connections in the Council improved 40%
- ✓ 10 Computer Systems monitored, System and Computer users assisted on technical matters.
- ✓ LAN established in 3 Departments and 1Unit
- ✓ 30 Government Mailing System and Council website Established

3.2.11 Achievements in Internal Audit issues

- ✓ Clean audit reports were provided to the Administrative by 80 %
- ✓ Twelve clean engagements reports were prepared as per annual plan by June 2012
- ✓ Clean audit reports were provided to the Council annually by 80 %

- ✓ Clean audit reports were provided to the Council by 80 %
- ✓ Quarterly and annual report were provided and presented to the stakeholders by 100 %
- ✓ Value for money is attained in projects implemented by 75%
- ✓ Compliance level with financial rules and regulations is increased from 45% to 60%
- ✓ One motor-vehicle has been provided to facilitate internal auditors operations
- ✓ Provisions of various trainings on Capacity building to the internal auditors staff

3.2.12 Achievements in Legal issues

- ✓ Efficiency of legal services enhanced by 40%
- ✓ Improved administrative law by 80%
- ✓ Legal meetings in all councils levels enhanced by 60%
- ✓ Legal section and legal system Strengthened by 55%
- ✓ Improved performance of the department by an average of 80%

3.2.13 Achievements in Procurement Management Unit

- ✓ HIV/AIDS awareness and consciousness was created to 6 procurement staffs through PMU meetings by June 2016
- ✓ 6 procurement staffs shared ant-corruption conducts and norms in 7 meeting.
- ✓ One procurement staff attended Ant-corruption workshops conducted by PCCCB at Maswa DC by June 2016.
- ✓ 2 procurement staffs went for leave by June 2016
- ✓ Only 2 procurement staff attended workshops by June 2016
- ✓ Stocktaking and verification of worth Tsh. 1,237,385,934 was hardly done by June 2016.
- ✓ 12 contracts were awarded and updated the register by June 2016.
- ✓ 11 tenders were invited and evaluated according to Public procurement Acts and Regulations by June 2016
- ✓ Preparation of 4 procurement quarterly reports were submitted to appropriate bodies (CMT, FUM, TB, NAO, PPRA) by June 2016

- ✓ Government procurement procedures improved in which the unit managed procurements worth Tsh. 2,384,739,389.13 for financial year 2015/2016

3.2.14 Achievements in Election

- ✓ General election was conducted by 100%

3.2.15 Achievements in Works

- ✓ Construction of 310.72 kilometers gravel roads
- ✓ Construction of 744.81 kilometers earth roads
- ✓ Construction of 65 bridges
- ✓ Supervision of 6 staff houses
- ✓ Supervision of 130 classrooms

3.2.16 Achievements in Agriculture Irrigation and Cooperatives

- ✓ Effects of HIV/AIDS infection were addressed to 69 agriculture staff in each monthly departmental meeting
- ✓ Effects of corruption were addressed to 69 agriculture staff in each monthly departmental meeting.
- ✓ Nanenane exhibition was done at a District level and 26 contact farmers were awarded with 50,000/= each.
- ✓ Construction of market for Mwabayanda and Senani villages were achieved.
- ✓ Training on agribusiness skills, data collection and sustainable use of agricultural infrastructures provided to 30 lead farmers and 35 agricultural staff.
- ✓ Training of 18 power tiller operators and procurement of power tiller spare parts conducted.
- ✓ One milling machine was procured for Upendo group at Igunya village.
- ✓ Facilitation of maintenance and repairing of 2 vehicles (STK 845 and STK 924).
- ✓ Fuel and maintenance for 4 DASIP motorcycles were provided
- ✓ Monitoring and evaluation of ASDP activities since inception was done in 36 wards.
- ✓ Facilitation of DALDOs office on official trips and procuring office stationaries conducted.

- ✓ VADPs planning process were facilitated and stakeholders meeting conducted whereby Paddy and sunflower were selected as a priority crop.
- ✓ Effects of corruption were addressed to 69 agriculture staff in each monthly departmental meeting.
- ✓ Three tons of Sorghum seeds procured and distributed to famers in 5 wards (Dakama, Lalago, Budekwa, Nguliguli and Seng'wa).
- ✓ Nanenane exhibition was done at District level whereby 8 contact famers and 6 agricultural officers participated.
- ✓ Supervision and monitoring of distribution of cotton inputs in 126 villages was done
- ✓ Three water user association was formed at Kinamwigulu, Masela and Bukangilija.
- ✓ Famers field school for sunflower and local chicken were conducted in 30 villages
- ✓ 15 Famers group at Mwandete, Sangamwalugesha, Senani, Njiapanda and Nhelela were formed.
- ✓ 3 famers field day at Senani, Mwandete and Njiapanda were conducted.
- ✓ Construction of Kinamwigulu and Bukangilija scheme and Bukangilija Dam was done.
- ✓ 8 power tillers were procured for 8 famer groups at Njiapanda, Senani, Nhelela, Mwandete and Sangamwalugesha.
- ✓ 45 pieces of ox- weeders at 5 villages at Njiapanda, Senani, Nhelela, Mwandete and Sangamwalugesha were purchased.
- ✓ Training of 16 powertiller operators was conducted at Maswa District Council.
- ✓ Training of 15 famer groups at Njiapanda, Senani, Nhelela, Mwandete and Sangamwalugesha on how to weed using ox-weeder was conducted.
- ✓ 44 bicycles were procured and distributed to 44 extension officers
- ✓ Effects of HIV/AIDS infection were addressed to 60 agriculture staff in each monthly departmental meeting.
- ✓ Effects of corruption were addressed to 60 agriculture staff in each monthly departmental meeting.
- ✓ Two vehicles and ten motorcycles were maintained and repaired
- ✓ One extension officer house at Nguliguli was rehabilitated

- ✓ 11 tons of Sorghum seeds procured and distributed to famers in 36 wards and two (2) tons of sunflower seeds procured and distributed to famers in three wards (Dakama, Ipililo and Badi).
- ✓ Capacity building on DASIP project management and implementation to councillors, WEOS, VEOS and members of village micro projects in 30 villages were conducted.
- ✓ One warehouse at Kidema village was rehabilitated
- ✓ Construction of toilet, fence and main building at Mwandete were at finishing stage
- ✓ Four power tillers procured and distributed to four famer groups.
- ✓ Three sunflower oil pressing machine and two oil expeller were procured.
- ✓ One paddy machine for sorting, dehulling and grading was procured at Bukangiliya village.
- ✓ Effects of corruption were addressed to 60 agriculture staff in each monthly departmental meeting.
- ✓ Nanenane exhibition was done at zonal level, 6 agriculture officers and 4 lead famers attended
- ✓ Three water user association was formed at Ngongwa, Masela and Kidabu
- ✓ Construction of Malampaka warehouse was achieved.
- ✓ Rehabilitation of feeder road (12m Malampaka - Bukigi - Mwatigi - Jihu) was done.
- ✓ Monitoring and supervision of DADPs and DASIP intervention in 36 wards was done
- ✓ Nanenane exhibition was done at zonal and district level and at district level 10 contact farmers were awarded with knapsack sprayer each.
- ✓ 33 power tiller operators were trained on operations and maintenance.
- ✓ Construction of ward resource center at Mwandete completed.
- ✓ Monitoring and supervision of MIVARF activities at five wards (Malampaka, Badi, Isanga, Nyabubinza and Kulimi) was conducted and facilitation of election and training to Saccos board member was done.
- ✓ Facilitation of expansion of Bukangiliya charcoal dam and main canal was done.

3.2.17 Achievements in Trade and Finance

- ✓ Increase of own source collection from Tsh. 1,972,346,832 (6%) in 2014/2015 to Tsh. 2,584,006,011 (81%) in 2016/2017
- ✓ The Council had managed to use electronic system in revenue collection
- ✓ The Council had managed to establish new sources of income such as Chalk and Skin and Hides Industries

3.2.18 Achievements in Beekeeping

- ✓ Modern beehive increased from 605 in 2013/2014 to 1,577 by June 2017
- ✓ Beekeeping groups increased from 5 in 2011/2012 to 17 groups by June 2017.
- ✓ The staff was sensitized on HIV/AIDS education during the monthly departmental meetings.
- ✓ 11.55 square km good biodiversity zone are used effectively for bee keeping activities.

3.2.19 Achievements in Primary Education

- ✓ HIV/AIDS prevalence rate among primary staff and pupils reduced from 5% to 3.7% by June, 2017.
- ✓ Pupils' performance rose from 34.6 % (2013) to 76.6% (2017).
- ✓ Community participation in school development activities increased such as infrastructure construction.
- ✓ Pupils desks in schools increased from 11,996 (2013) to 29,099 (2017).
- ✓ Classrooms increased from 889 (2013) to 1,150 (2017).
- ✓ Pit latrines increased from 780 (2013) to 871 (2017).
- ✓ Teachers houses increased from 437(2013) to 479 (2017).
- ✓ Pupils' teachers' ratio reduced from 1:78 (2013) to 1:73 (2017).
- ✓ Illiterate rate reduced from 22.9% (2015) to 20.4% (2017).

3.3 Major Constraints Faced during implementation of 2011/2012-2015/2016 Strategic Plan

Despite significant achievement noticed in the implementation of the previous strategic plan, there was existence of some hindrances which

resulted to failure in achieving some formulated targets. The major impediments are summarised below.

- Poor adoption of improved crop production principles by farmers.
- Inadequate community awareness on contributing to development projects
- Budget deficit resulted to failure in implementing some projects
- Insufficient funds allocated for procuring working tools and office consumables.
- Insufficient funds allocated for training.
- Anti-corruption training not provided on time for new employees and newly elected leaders.
- Slow community behavioral change.
- No funds allocated by the Council for HIV and AIDS activities
- Some traditional beliefs hinder the VCT and PITC services in some areas.
- Insufficient funds/stationeries allocated for WEOs and VEO to facilitate statutory meetings at these levels.
- Some communities are not aware with the importance meetings.
- Uncompleted water supply scheme for Malampaka, Mwasayi, Sayusayu and Njiapanda villages
- Lack of funds for construction of many shallow wells fitted with hand pumps at different villages and completion of water supply schemes
- Un updated water supply infrastructure data base
- Scarcity of water staff
- Insufficient fund for long course training, and annual leave funds
- Secondary school teachers hide information of their HIV infection
- Lack of breakfast to staffs due to insufficient funds received
- Lack of means of transport
- Funds not released on time for development projects
- Funds not released according to planed budget
- Inadequate of land surveyor staff
- Lack of funds for compensation for land acquisition
- Low knowledge of land laws and urban planning laws.
- Inadequate of knowledge of environmental conservation to people.

- Shortage of sanitation facilities including special motor vehicle for solid waste collection and disposal
- Late released of fund from higher authority
- Non compliance with financial rules and regulations
- The local Government election was not implemented by 100%

CHAPTER FOUR

THE PLAN

4.1 Vision

To be a council with conducive environment for industrial investment and sustainable development by 2025

4.2 Mission

To provide quality services for industrial investment and sustainable development through proper utilization of available resources

4.3 Strategic Objectives

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

4.4 Strategic Plan Matrix

4.4.1 Strategic Objective 1

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

4.4.1.1 Result Area: Human Resource and Administration

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS Infection rate reduced from 3.7% to 2% by 2021	Sensitize 175 administrative employees	HIV/AIDS Infection rate reduced
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Anti-Corruption teams increased from 0 to 36 by 2021	Formulate anticorruption teams	Anti Corruption teams formed
E. Good Governance and Administrative Services Enhanced	Number of staff increased from 2,429 to 3,357 by 2021	Prepare Retention scheme Encourage transfer in Discourage transfer out	Number of employees increased
	Unqualified staff reduced from 148 to 0 by 2021	Conduct training Encourage early retirement	Staff trained
	Political interferences on technical issues reduced from 48% to 0% councilors by 2021	Conduct training	Councilors trained
	Capacity building for council leaders increased from 143 to 680 and staff from 276 to 400 by 2021	Conduct training	Number of elected leaders and staff trained
	Number of	Conduct training	Number of

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	statutory meetings increased from 67% to 100% by 2021.	on rationale of meeting	statutory meetings increased
	Conducive working environment for WEOs from 2 to 36, VEOs from 10 to 120 and staff from 90 to 200 by 2021	Construct Ward and Village offices Procure motorbikes Procure working tools Employees entitlements paid in time Council Clients Service charter prepared	Offices constructed, working tools provided, Clients service charter prepared and employees entitlements paid.
	Employees turnover rate reduced from 15% to 5% by 2021	Council motivation policy prepared	Employee turnover rate reduced.

4.4.2 Strategic Objective 2

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

4.4.2.1 Result Area: Water

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and	HIV/AIDS awareness	Conduct training on awareness.	Number of awareness

Strategic Objective	Targets	Strategies	Performance Indicators
HIV/AIDS Infections Reduced	conducted to water departmental staff and members of registered COWSOs by June 2021		training conducted
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Water staffs and ten (10) registered COWSOs members capacitated in combating with corruption by June 2021	Conduct capacity building on combating with corruption.	Number of COWSO members and water staff capacitated
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Population with access to clean, safe and affordable water increased from 63% to 85% and 31% to 90% in rural and urban area respectively by June, 2021.	Construct new water projects. Rehabilitate or extend existing water projects. Conduct Maintenance/Revival of Nonfunctional water points. Conduct Drilling of deep boreholes and shallow wells.	Percentage of population with access to clean, safe and affordable water increased
E. Good Governance and Administrative Services Enhanced	Awareness creation on Operation and Monitoring to 105	Conduct training of COWSO members. Conduct Supervision and monitoring of completed water projects.	Number of awareness training conducted to COWSO members

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	COWSOs conducted by June, 2021	Conduct Maintenance/Revival of Nonfunctional water points.	increased
	167 Public institutions provided with clean and safe water by June, 2021	Conduct Drilling of deep boreholes and shallow wells. Rehabilitate the existing Rain water Harvesting Tanks (RWHTs).	Number of Public institutions with water services increased
	801 water sources (Deep and shallow wells) conserved by June, 2021	Provide certificate of water sources ownership to COWSOs. Conduct favorable tree plantations around water sources.	Number of water sources Protected or conserved
	11 staff recruited by June, 2021	Request employment permit	Number of staff recruited
	Conducive working environment to 14 staff provided by June, 2021.	Facilitate staffs to meet their daily mandatory obligations. Support staff to attend short courses training. Provide working facilities in water office. Enable staff in supervision and monitoring of water projects. Maintain departmental working facilities.	Number of staff recruited and working facilities maintained

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	27 COWSOS established and strengthened by June, 2021.	Conduct training to village council. Conduct sensitization meeting with village general assembly.	Number of COWSOS established increased
	22 water projects monitored and evaluated by CWST by June, 2021	Train CWST to enable members in supervision of water projects. Conduct meeting for monitoring and evaluation. Facilitate IAO carry out auditing of water projects.	Number of water projects monitored and evaluated increased

4.4.3 Strategic Objective 3

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.3.1 Result Area: Health

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS infection reduced from 3.7% to 2.0% by June 2021	Conduct training on quality HIV testing and counselling services to 50 health care providers. Procure 90 kits of medicines for syndrome management of	HIV/AIDS prevalence rate

Strategic Objective	Targets	Strategies	Performance Indicators
		Sexually transmitted diseases.	
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness of National Anti-Corruption Strategy to staff and stakeholders increase from 40% to 80% by 2021	Provide education to 300 staff and 9 stakeholders on National Anti-Corruption by inviting Anti-Corruption workers. Provision of speaker announcing anti corruption alert	Number of corruption events reported
C. Access to Quality and Equitable Social Services Delivery Improved	Shortage of medicine, medical equipment, hospital and diagnostic supplies reduced from 20% to 5% by June 2021	procure medicine, medical equipment, hospital and diagnostic supplies Establish hospital pharmacy outlet	Presence of medicine, medical equipment, hospital and diagnostic supplies
	Maternal mortality rate reduced from 63/100000 to 40/100000 by June 2021	Conduct family planning outreach visits on quarterly basis in the council Procure sets of delivery kits for all health facilities in the council Conduct refresher training on management of labour Conduct community	Maternal mortality rate

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		sensitization through ward development committees on importance of early ant – natal care	
	Infant mortality rate reduced from 1/1000 to 0.5/1000 by June 2021	<p>Conduct vitamin A supplementation and deworming to under five children in our council.</p> <p>Conduct training to 125 health workers working at RCH Clinic on growth monitoring standards and tools.</p> <p>Ensure all children under 1 year are vaccinated against vaccine preventable diseases .</p> <p>Conduct family planning outreach visits on quarterly basis in the council.</p> <p>Procure delivery kits for all health facilities in the council.</p> <p>Procure neonatal resuscitation equipment to all health facilities in the council.</p> <p>Conduct</p>	Number of children under Infant mortality rate

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		orientation on kangaroo mother and early neonatal care for health care providers. Conduct annual Africa vaccination week in the council	
	Dental services strengthened and equipped with state of equipment, instruments, materials and supplies by June 2021	Procure dental equipment to dental clinic in the council Procure dental kits of medicine for all dental clinic in the council Establish new 3 dental unity at health centre	Number of dental units established and equipped
	Good working condition status of medical equipment raised from 60% to 80% by June 2021	Procure kits of medicine, medical supplies, equipment, diagnostic supplies/ reagent for health facilities. Conduct quarterly preventive maintenance and repair of medical equipment in the council	Number of medical equipments with good working conditions
	Complications related to injuries reduced from 2% to 1% by June 2021	Conduct training for health care provider on proper management of injuries and	Percentage of complication related to injuries

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		surgical care in the council. Procure essential medicine and equipment for management of injuries for health facilities in council.	
	Prevalence of cardiovascular diseases reduced from 3% to 1% by June 2021	Facilitate specialist visits quarterly at District Hospital.	Prevalence rates of cardiovascular diseases
	Constant availability of safe blood for management of severe anemia by June 2021	Procure 20000 blood bag for blood collection. Recruit and mobilize and collect blood from voluntary- non remunerated repeated blood donors in the council.	Number of blood units collected
	Data collection tools printed and distributed to all health facilities in the council by June 2021	Facilitate printing of HIMS books for council health facilities	Number of HIMS books printed for health facilities in the council
	Institutional management capacity strengthened from 82% to 95% by June 2021	Conduct CHMT, HMT and health facilities committees in the council pay monthly utilities bills for all health facilities in the council	Capacity on service provision

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		Provisional of nutritional supplements for 10 workers living with HIV/AIDs Procure office furniture for DMO office Conduct supportive supervision quarterly to health facilities Conduct maintenance and repair of standby generator for hospital and health centres. Conduct quarterly council food and drug committee meeting Conduct repair and maintenance of motor vehicle, motorcycle generator and x-ray machine to hospital and health centres. Conduct repair of medical equipment for hospital, health centres and dispensaries in the council	
	Access to social welfare , health	Register children day care centres in	Number of improved social

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	training and education services to most vulnerable groups improved from 35% to 90% by June 2021	the council Identify most vulnerable group quarterly basis from three categories (elderly, disabilities and Most vulnerable children) in the council Conduct training to health provider on GBV /VAC in the council	welfare, health, training and education services to most vulnerable groups
	Community participation and involvement in health promotion actions increased from 45% to 70% by June 2021	Procure and print IEC/BCC materials on preventive measures in the council Disseminate and repackage of IEC/BCC Materials for community mobilization in the council Conduct refresher training to community health care workers and providing working tools in the council Identification of community health trained personnel (New cadre)in Maswa health facilities	Percentage of community participation and involvements

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	TB case detection rate raised from 50% to 60% by June 2021	Conduct bi-annual district TB/HIV coordination meeting in the district support x-ray costs for diagnosis of smear negative TB Patient in the district support motor cycle running costs (services repair and fuel) in the council procure and distribute dozen of reagents and supplies for Expert /Rif in the council. Quarterly supervision to all health facilities.	TB cases detection rate
	Shortage of skilled and mixed human resources reduced from 60% to 55% by June 2021	Recruit 100 new employees in the Council Provide incentive packages to new employees in the council Provide statutory employments benefit in the council provide rewards to good performance among health workers in council	Percentage of skilled staffs recruited

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		Conduct capacity building to health care providers to upgrade their cadres in the council	
	Public Private partnership in the District strengthened from 90% to 100% by June 2021	Transfer fund to 2 VA health facilities in the council Conduct supportive supervision to 2Vas Involve voluntary agency in construction of new health facilities Involve private health facilities in provision of preventive health services	Health services provided to VAs
	Rate of patient with complications associated with traditional medicine and alternative healing practices reduced from 10% to 5% by June 2021	Conduct mapping and registration of traditional and alternative health practitioners in the council.	Number of traditional and alternative health practitioners registered
	Prevalence rate of malaria reduced from 11% 5% by June 2021	Conduct sensitization meeting on IPT of malaria during	Prevalence rate of Malaria

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		ANC to health facilities Integrated malaria vector control (larviciding and treated nets) Promotion of malaria prevention and curative services through information, education and communication Involvement of partners in Malaria project Prevalence of malaria	
	Knowledge on data management for NHIF and CHF Unity improved from 60% to 80% by June 2021	Conduct orientation on simple procedure for collecting /fund expenditure, record keeping and reporting on NHIF, CHF and user fee fund to health facilities in charges install internet networks at NHIF, CHF offices Procure computer and stationeries for NHIF and CHF at all levels in the council	Number of health facility in charges with knowledge on data management
	Enrollment of CHF members	Conduct quarterly sensitization	Number of CHF members

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	increased from 18% to 60% by June 2021	meeting on CHF enrolment in all villages in the council Procure 20,000 CHF membership cards and envelop to all health facilities in the Council	enrolled.
	Prevalence rate of eye diseases reduced from 1% to 0.2% by June 2021	Procure sets of eye instruments, materials and eye supplies for health facilities in the council	Prevalence rate of eye diseases
	Vector and vermin measures improved from 75% to 90% by June 2021	Procure tins indoor residual insecticides and supplies on quarterly basis for health facilities in the council Integrated community vector control measures by larviciding.	Prevalence rate of vector and vermin related diseases.
	Safe water supply increased in health facilities from 10.7% to 60% by June 2021	Conduct quarterly water sampling for bacteriological and chemical analysis for all health facilities. Renovate water storage system/ gutters for all health facilities in the council Drill 4 boreholes	Percentage of health facilities with safe water supply.

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		well at 1 hospital and 3 others at lower level health facilities.	
	Health facilities solid and liquid waste management improved from 60% to 80% by June 2021	Rehabilitate sewerage system for health facilities Facilitate collection, emptying of liquid wastes disposal for health facilities in the council Procure sets of cleaning equipment, disinfectants and detergents for health facilities Pay casual labourers Pay for security services	Percentage of solid and liquid waste management at health facilities.
	Capacity on management of emergency/ disasters/emergency preparedness and response strengthened from 50% to 60% by June 2021	Procure sets of kits of buffer stock and medical supplies for emergency preparedness and responses for health facilities	Percentage of emergencies managed.
	Prevalence of oral diseases reduced from 1% to 0.8% by June 2021	Procure sets of oral instruments, materials and oral supplies for health facilities in the council	Prevalence rate of oral diseases.

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Shortage of health facilities infrastructures village level reduced from 65% to 60% by June 2021	Inaugurate and register 6 new dispensaries in the council Completion of 5 dispensaries in the council Construction and rehabilitation of existing health facility buildings in the council.	Presence of health facility infrastructures.
	Shortage of health facilities infrastructures at ward level reduced from 91.4% to 83.6 % by June 2021	Construction and rehabilitation of existing health facility buildings in the council. Upgrade 3 dispensaries to health centres in the council.	Presence of health facility infrastructures.

4.4.4 Strategic Objective 4

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.4.1 Result Area: Lands and Natural Resource

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS infections reduced from 3.7% to 2% by June 2021	Conduct training on quality HIV testing and counseling services to 12 staffs of land and Natural resources	Prevalence rate
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness to 12 staffs of land and natural resources on anti-corruption strategies enhanced by June 2021	Provide education to 15 staffs on National anti-corruption	Number of staffs capacitated
C. Access to Quality and Equitable Social Services Delivery Improved	Awareness to 12 staff of Land and Natural resources facilitated through short course training by June 2021	Identify the training needs of Land and Natural Resource staff Provide short course to Land, Game and Forest Officers Purchase transport facilities and equipments	Certificate of attendance and number of transport facilities purchased
	Conducive environment facilitated by providing working tools to 12 staff of Lands and Natural Resources by June 2010	Procure working tools , Purchase modern survey equipments for cadastral survey , Provide statutory benefits to staffs	Working tools and statutory benefit provided

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Land laws education disseminated from 9 to 36 ward and 18 to 60 villages by June 2020	Conduct training to ward and village tribunals Use SIBUKA radio to provide land education	Number of ward tribunal trained and number of land law procured.
	Surveyed plots and Government institutions increased from 1400 to 3000 by June 2020	Collaborating with Ardhi University and Morogoro Ardhi Institute for land survey Survey new plots Survey village boundaries	Number of plots surveyed
	Declare new 8 trading centers for town planning in Njiapanda, Masanwa, Budekwa, Jija, Ipililo, Nguliguli, Shishiyu and Mwasayi by June 2020	Prepare new 16 town planning drawings	Number of new trading centers declared.
	Town planning drawings increased from 1 to 25 in Maswa township, Malamapaka, Lalago and Sangamwalugesha trading centers by June 2020	Use students from Ardhi University for Town planning drawings.	Number of drawings prepared.
	Land rent revenues collection increased from 96,300,000.00 to 200,000,000.00	Raise awareness on timely payment of land rent.	Total amount of money collected.

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	by June 2020	Improved enforcement of land law to land defaulters. Prepare demand notes for land rent defaulters Sue the land defaulters to court. Declare the village land into planning areas	
	Certificate of Right of Occupancy increased from 250 to 1250 by June 2020	Provide education to the land owners on processing Certificate of Right of Occupancy.	Number of Certificate of Right of Occupancy prepared
	Village land use plans increased from 4 to 20 by June 2010	Survey village boundaries. Prepare village land certificate. Prepare village land use plans Survey Prepare customary certificate of right of occupancy	Number of villages with village land use plan
	Prepare new Maswa Interim land use plan by June 2020	Reviewed past Interim land use plan of 2009/2019.	New Interim land use plan prepared.
	Land bank increased	Identify land	Number of acres

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	from 25 acres to 500 acres by June 2020	owners of land acquired. Provide compensation to the land owners of land acquired	acquired.
	Assets Valuation increased from 60% to 100% by June 2020	Review the existing Asset Valuation. Procure of Asset Valuation facilities.	Update existing Asset Valuation report.
	Number of planted and survive trees increased from 340,000 to 1,500,000 by June 2020	Mobilize the community on tree planting. Forest laws education disseminated to the community. Use SIBUKA Radio station to raise awareness in tree planting. Maintain sola tree nursery centers.	Number of tree planted.
G. Management of Natural Resources and Environment Enhanced and Sustained	Maintain 7 conserved forest areas by June 2020.	Make forest patrol to forest reserves and tree plantations.	Square kilometers maintained
	Ensure tree planting groups increased from 4 groups to 36 by June 2020.	Organize tree planting groups. Provide tree seedlings	Number of groups facilitated.

Strategic Objective	Targets	Strategies	Performance Indicators
		equipment to groups with tree nursery centers.	

4.4.5 Strategic Objective 5

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

4.4.5.1 Result Area: Community Development Gender Youth and Children

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Number of OVCs provided support increased from 1,000 to 5,550 by June 2021	Mobilize community to provide support to OVCs Plan and budget	Number of OVCs supported
	Number of groups provided with HIV/AIDS services increased from 35 to 56 by June 2021	Provide training to PLHIVs on health and measures to prevent new infection Support groups of PLHIV to carry out IGA	Number of HIV/AIDS groups
	Schools providing Knowledge to	Conduct training on life skill and sexual	Number of primary and secondary

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	adolescent increased from 25 to 120 in primary schools and 13 to 40 in secondary school by June 2021.	reproductive and HIV and AIDS Provide peer education to adolescents Form HIV and AIDS clubs in primary and secondary schools	schools provided knowledge
	Life skills, sexual reproductive health and HIV/AIDS education to out of school adolescents increased from 27 to 500 by June 2021.	Conduct training to peer group educators Prepare and distribute leaflets Radio program	Number of adolescents provided education
	Facilitate reduction of HIV and AIDS infection rate from 3.7 to 2.0 in 36 wards by 2021	Conduct community HIV and AIDS campaign meetings Conduct dialogue with community leaders on prevention of HIV and AIDS	infection rate (percentage)
	knowledge on implementation of roles and responsibilities to multisectoral AIDS	Provide trainings to multisectoral HIV and AIDS committees Conduct	Number of community Multisectoral AIDS committees at village and

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	committees increased from 12 to 144 by 2021	dialogue with special groups	ward levels
	Percentage of people provided with HIV/AIDS education increased from 56% to 100 % by June, 2021	Mobilize community on eradication of traditional beliefs which hinders prevention of HIV and AIDS	Percentage of people provided with HIV/AIDS education
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Training on anti-corruption provided to 42 staff in the department by June 2021	Ant corruption issues be a permanent agenda in all department meetings Invite PCCB to provide anti-corruption education to staff bi-annual	Number of staff trained
E. Good Governance and Administrative Services Enhanced	Working environment to 42 staff improved by June 2021	Provide working tools and equipments Provide statutory benefits to staff Motivation to staff	Number of staff served
F. Social Welfare, Gender and Community Empowerment Improved	Coordination and supervision of Non Governmental, Community Based and Micro Finance Organizations	Supervise and monitor performance of NGOs, CBOs and Micro finance Organisation	Number of Non Governmental and Community Based Organizations supervised

Strategic Objective	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	increased from 30% to 100% by June 2021.		
	Early marriages and pregnancies among children reduced from 40% to 10% by June 2021	Create awareness to community on the effects of early marriages and early pregnancies among children Provide education to community groups	Percentage of early marriages and pregnancies
	Elders registers to 120 villages and 4 wards of Township authority Established by June 2021	Distribute elders registers Conduct sensitization meeting	Number of elders registered
	Number of youths economic groups formed, trained and provided loans increased from 56 to 150 by June 2021	Capacitate community on formation and management of youth economic groups Create self employment opportunities among youths Provide loans to youths economic groups.	Number of youths economic groups formed, trained and provided loans.
	Number of women economic	Sensitize community on principles of	Number of groups served

Strategic Objective	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	groups formed, trained and provided loan increased from 125 to 375 by June 2021	group formation and registration Provide training on entrepreneurial skills to community economic groups Connect groups with other stakeholders	
	Number of improved houses increased from 4,784 to 10,000 by June, 2021	Provide technical knowledge to community on improved houses construction Provide bricks making machines	Number of improved houses
	Gender violence against men, women and children reduced from 553 to 250 by June 2021	Sensitize community to reduce gender violence against men, women and children	Number of violence occurrences
	Percentage of people participating in self reliance activities increased from 35% to 70 % by June, 2021	Create awareness on community authentic participation and commitment Recognize,	Percentage of people participating in self reliance activities

Strategic Objective	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved		<p>facilitate, encourage and support community self help initiatives with a view of complementing the Government's effort for better service delivery.</p> <p>Facilitate community on full participation in decision making, planning, implementation and monitoring and evaluation of local development programs</p> <p>Reduce people's much dependence on government and Donors support</p>	
	knowledge on nutritional status provided to 120 villages by June 2021	Conduct sensitization meetings on nutritional status	Number of villages sensitized
	Number of schools provide school feeding increased from 5 to 121	Sensitize community on importance of schools feeding.	Number of schools providing school feeding.

Strategic Objective	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	primary schools and from 3 to 35 secondary schools by June 2021		
H. Local Economic Development Coordination Enhanced	120 Community savings groups established by June 2021	Form and train community savings groups	Number of saving groups established
	Knowledge on community economic empowerment imparted to 120 villages by June 2021	Mobilize people to identify and utilize investment opportunities	Number villages empowered
	Number of economic forums at village and ward levels conducted to 120 villages and 36 wards by June 2021	Train economic forums	Number of villages and wards f trained

4.4.6 Strategic Objective 6

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved

4.4.6.1 Result Area: Works

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS infections reduced from 3.7% 2.0% by June 2021	Provide awareness on HIV/AIDS to 9 staff and stakeholders.	Number of staff and stakeholders trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	National Anti-Corruption decreased from 80%-60% by June 2021	Provide awareness coarsen National Ant-Corruption to 9 staff and stakeholders by June 2021	Number of staff and stakeholders educated
C. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Increase construction knowledge and skills for Artisans from 36 to 144 by June 2021	Conduct education in buildings and civil works construction for 144 Artisans by June 2021.	Artisans trained
	Awareness on use of Construction tools for Artisans by June 2021.	Provide education for 180 Artisans due to construction tools.	Artisans educated
	Create good and conducive working environment for 9 staff by June 2021.	Buy two office Laptop computer, procure office equipments, pay statutory allowance by June 2021	Conducive environment created
	20 Public houses rehabilitated by June 2021.	Supervise and monitor rehabilitation of 20 building by June 2021.	Number of houses rehabilitated

Strategic Objective	Targets	Strategies	Performance Indicators
C. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Development projects under Public Private partnership increased from 0 to 4 by June 2021.	Prepare detailed estimate, supervise and monitoring construction of 5 staff building by June 2021.	Number of project constructed
	Open 50kms of earth road by June 2021	Prepare detailed estimate, supervise and monitoring construction of 50 kilometers of earth road by June 2021.	Number of earth road kilometers opened

4.4.7 Strategic Objective 7

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

4.4.7.1 Result Area: Livestock and Fisheries Development

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS prevalence reduced from 3.7 to 2.0% by June 2021	Provide education on prevention and control of HIV/AIDS for staff and livestock stakeholders	Prevalence rate

Strategic Objective	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness of the National Anticorruption strategy reduced from 30% - 60% by June 2021	Provide education on ant-Corruption issues to staff and livestock keepers.	Number of corruption cases
C. Access to Quality and Equitable Social Services Delivery Improved	Livestock extension services improved in 36wards by 2021.	Provide education to livestock keepers-groups Establish Livestock Field School. Conduct Livestock shows and study tours Conduct Livestock Exhibition (Nanenane) Facilitate means of transport to ward/village extension workers	Number of wards accessed Extension services.
	Awareness among community members on fish farming, fish feeds and water shortage increased by June 2021	Provide education on fish farming to willing community members Construct Charcoal dams and Fish ponds Provide improved fingerling Follow up and monitoring	Number of ponds constructed with fingerling.
	Cattle annual mortality rate due to Notifiable diseases (Black	Provide vaccination programme Train vaccinator Provide vaccination	Number of livestock vaccinated

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Quarter, Anthrax, Contagious Bovine Pleuropneumonia , Lumpy skin Disease and Foot and Mouth Disease) diseased from 25% to 5% by the year 2021	tools and equipments Purchase vaccines Vaccinate livestock Enforce law	
	Cattle mortality rate due to tick born diseases decreased from 35% to 15% by the year 2021	Sensitize community to contribute Construction/ repair of cattle dip tank Establish village dip committee. Regular dip cattle Enforce law and bylaw on livestock dipping Treat diseased animals	Number of livestock died Number of cattle dipped.
	Dairy cattle increased from 631 to 1500 by June 2021	Promote all services Purchase of in calf heifers	Number of dairy cattle
	Adequate villages livestock infrastructure increased from 4% to 20% by 2021	Construct/rehabilitate Livestock infrastructure (Charcoal dams, Cattle dip tanks, cattle troughs, loading rump, fence, Hides and skins Banda and	Number of livestock infrastructure

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased		Slaughter slabs.	
	Number of meat goat increased from 736 to 2,000 by 2022	Provide education to livestock keepers Purchase improved meat Billy goats Follow-up and monitoring	Number of meat goats.
	Number of beef breeding bulls (Boran and Ankole) increased from 84 to 500 by 2021	Provide education to livestock keepers Purchase improved Beef bull Follow-up and monitoring	Number of beef cattle.
	Acreage of improved pasture increased from 23.9 to 1000 acres by the year 2021	Provide education to livestock keepers Establish Livestock Field School Purchase of improved pasture seeds Grow purchased pasture seeds Follow-up and monitoring	Number of acres with improved pastures.
	Number of hay /crop residues bales preserved for strategic feeding of livestock during critical dry period increased from 1,500 to 20,000 hay/crop residues bales by June 2021	Educate livestock keepers on feed storage Construct storage material Purchase of working equipment (bale boxes, bale machines etc.)	Number of bales/crop residue produced
	Number of improved	Provide building materials	Number of improved

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Slaughter facilities increased from 5 to 10 by 2021	Construct Slaughter slabs/abattoir	Slaughter slabs/abattoir
	Chicken annual mortality rate due to New castle disease decreased from 75% to 20% by the year 2021	Provide vaccination programme Train vaccinator Purchase vaccines	Number of chickens vaccinated
	Number of constructed/rehabilitated Charcoal dams for livestock increased from 2 to 5 Charcoal dams by 2021	Mobilize livestock keepers to contribute on construction and rehabilitation Prepare budget for Government /NGO funds Follow up and monitoring	Number of rehabilitated/constructed charcoal dams/ponds
	Value addition technologies enhanced in livestock products and byproducts by 2021	Provide machines and tools for processing livestock products and by products Provide industrial skills through training programme Produce quality livestock products and by-products	Number of Livestock products and by-products added value produced.

4.4.8 Strategic Objective 8

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

Infrastructure Increased
E. Good Governance and Administrative Services Enhanced

4.4.8.1 Result Area: Environmental sanitation and Cleansing

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS prevalence reduced from 3.7% to 2% by June 2021	Conduct sensitization meetings on 25 staff on use of preventive measures and to make regular checkup on HIV/AIDS	Percentage of HIV/AIDS infection reduced
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Establish training sessions to 25 departmental staff on Anti corruption strategies by June 2021.	Conduct departmental staff orientation meeting on anti corruption issues.	Number of staff trained
	Rule of law enhanced to 25 staff by June 2021	Create environment on openness/transparency to clients	Number of staff enhanced
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Environmental health and sanitation improved from 26,916 (42.5%) to 47,465 (75%) by June 2021	Sensitize and enforce the community to construct improved latrines and use Provide hand washing facilities at every latrine constructed Reinforcement of the by-laws on sanitation activities	Number of improved latrines and hygiene practices, increased to the community.
	Awareness on sustainable aspects of “ Usafi Day ” exercise to Maswa	Conduct monthly community mobilization and enforceon sustaining and strengthening “Usafi	Sustainable aspect of “ Usafi Day ” enhanced and implemented monthly

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	communities created by June 2021	Day".	
	10 refuse bays at Maswa town constructed by June 2021	Solicit fund for construction of refuse bays	Number of refuse bays constructed
	200 refuse collection bins in Maswa town and other trading centers installed by June 2021	Installation of refuse bins in various areas	Number of refuse collection bins installed
	Community Participation in environmental issues and conservation facilitated and sensitized by June 2021	Create awareness to community members	Number of community members with awareness on environmental issues and conservation
	Facilitate procurement of cesspit emptier vehicle for emptying cesspits in Maswa town hired by June 2021	Budget for procure cesspit emptier vehicle	Number of cesspit emptier vehicle procured
	Facilitate procurement of Refuse collection vehicles for transportation wastes to	Procurement of refuse collection vehicles	Number of refuse collection vehicles procured

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	dumping site by June, 2021.		
	Collection of solid waste fee in Maswa town from 446,000/= monthly to 1,125,000/= by June 2021	Establish sanitation groups for money collection	Amount of money collected monthly increased
	Community members in 120 villages provided with training on proper use of toilets and critical time for hand washing by June 2021	Health education to community on proper use of toilets and critical time for hand washing and hygiene practices.	Number of villages provided with training
	Provision of working tools and supervise 25 casual laborers for cleansing activities in Maswa town and other trading centers by June 2021	Procure working tools/sanitation facilities Supervision of sanitation activities	% of cleanliness increased
	Construction of 10 Public toilets with hand washing facilities at Maswa SokoKuu, New Bus Stand, Senani Market	Construction of public toilets and provide wash hand facilities	Number of public toilets constructed

Strategic Objective	Targets	Strategies	Performance Indicators
	and Staff Quarter constructed by June 2021		
E. Good Governance and Administrative Services Enhanced	Enhancement of working environment to 25 departmental staff by June 2021	Provide statutory benefits to all staff Procure and enhance general service and maintenance of 5 motorcycles Procure of office equipment and supplies	Improved working performance and staff motivated
	1 departmental office rehabilitated by June 2021	Set budget for office rehabilitation	Number of office rehabilitated

4.4.9 Strategic Objective 9

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

4.4.9.1 Result Area: Agriculture, Irrigation and Cooperatives

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS infection reduced.	HIV /AIDS prevalence rate reduced from 3.7% to 2.0 by June 2021.	Provide education to Agricultural staff on effects of HIV/AIDS. Conduct sensitization meeting at workplace on voluntary testing,	Prevalence rate

Strategic Objectives	Targets	Strategies	Performance Indicators
		stigma and discrimination to PLHIV.	
B. National Anti – Corruption Implementation Strategy Enhanced and Sustained.	75 staff capacitated in combating corruption ensured by June 2021.	Facilitate provision of education to Agricultural staff on combating corruption. Sensitize Agricultural staff on National Anti- corruption strategy.	Number of staff capacitated
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased.	Cotton production per acre increased from 500kg to 800kg by June 2021.	Sensitize community in villages on Good Agronomical Practice of cotton production. Facilitate follow up and supervision of cotton seeds and pesticides distribution in villages. Conduct meeting to District Crop Committee.	Number of Kg per acre produced
C: Access to Quality and Equitable Social Services Delivery Improved.	Three alternative food crops resistant to drought (sorghum, sweet potatoes and cassava) in 120 villages promoted by June 2021	Sensitize farmers on sorghum, sweet potatoes and cassava cultivation. Capacitate famer groups on Good Agronomic Practice of sorghum, sweet potatoes and cassava production. Purchasing of certified sorghum seeds and distribution. Facilitate follow up and supervision of	Number of villages cultivating alternative food crops resistant to drought

Strategic Objectives	Targets	Strategies	Performance Indicators
		Sorghum, sweet potatoes and cassava fields.	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased.	Irrigation structures and infrastructures in 5 wards of Malampaka, Badi, Kulimi, Mwamashimba and Nguliguli rehabilitated by June 2021.	Construction of irrigation scheme. Rehabilitation of irrigation schemes and dams. Provide education to water user association (WUA's) members on operation and maintenance of irrigation schemes. Raise awareness on operation and maintenance to farmers around irrigation infrastructure. Facilitate follow up, monitoring and supervision of irrigation infrastructures.	Number of irrigation infrastructure rehabilitated
E: Good Governance and Administrative Services Enhanced	Conducive working environment to 75 Agricultural staff ensured by June 2021.	Facilitate good working environment to staff (annual leave, movement/transfer, procurement of office working tools, burial expenses, procurement of motorcycle, and maintenance of vehicles and running cost and	Number of staff with conducive working environment

Strategic Objectives	Targets	Strategies	Performance Indicators
E: Good Governance and Administrative Services Enhanced		departmental meeting).	
	Capacity building to 150 village chairperson and 50 councilors on Good Agronomic Practices (GAP). in 36 wards provided by June 2021.	Capacitate village chairperson and Councilors on GAP Conduct field visits on Good Agronomic Practices (GAP) in villages.	Number of village chairperson and councilors
C: Access to Quality and Equitable Social Services Delivery Improved.	Technology on food processing and preservation to 20,000 farmers in 120 villages ensured by June 2021.	Raise awareness on food processing and preservation through village assembly. Capacitate farmer groups on food processing and preservation. Facilitate value addition of paddy by procuring grading and packing machine. Facilitate follow up and supervision of food processing for small scale industries.	Number of farmers with technology on food processing and preservation
	Post-harvest loss of cereal crops in 36 wards reduced from 30% to 15% by June 2021.	Capacitate farmer groups on Post-harvest management. Provide education to farmer groups on use of improved local storage facilities. Capacitate farmers on food security in the villages.	Post-harvest loss reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased.	Soil Conservation measures in four wards namely Sukuma, Buchambi, Bugarama and Binza increased from 873.6ha to 2621ha by June 2021.	Capacity building to farmers on soil conservation management Facilitate follow up of Soil Conservation.	Number of ha conserved
	Capacity building in production, marketing and reporting to 15,000 farmers and 75 extension staff ensured by June 2021.	Facilitate nanenane exhibition at Zonal and District level. Facilitate preparation and submission of plan, budget and other reports at District, Regional and National level. Capacitate extension staff on collection and reporting of village Agricultural Statistics by using the Agricultural Routine Data System (ARDS)	Number of farmers and extension staff trained
	Crop pest and diseases prevalence in 120 villages reduced from 40% to 15% by June 2021.	Provide education to farmers on Integrated Pest Management (IPM) techniques Facilitate procurement and distribution of pesticides.	Crop pest and diseases prevalence
	Agro mechanization	Facilitate 450 farmer groups on operation	Number of acreage under

Strategic Objectives	Targets	Strategies	Performance Indicators
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased.	acreage in 120 villages increased from 27,590ha to 55,000ha by June 2021.	and maintenance of agro mechanics equipment and implements. Provide education to famers on use of improved farm implements i.e. tractors and ox – weedier. Facilitate follow up and supervision of maintenance of agro mechanics equipment and implements.	Agro mechanization
C. Access to Quality and Equitable Social Services Delivery Improved.	Food with dense nutrients consumption to 17,500 households provided by June 2021.	Capacitate farmers on the types of food, sources and its importance in human body Facilitate distribution of Orange Fleshed Sweet potatoes (OFSP) vines	Number of households ensured with dense nutrients consumption
E. Good Governance and Administrative Services Enhanced.	Capacity building to members of 29 SACCOS on financial management issues provided by June 2021.	Sensitize SACCOS members on financial management. Provide education to SACCOS members on financial management.	Number of SACCOS members

4.4.10 Strategic Objective 10

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

4.4.10.1 Result Area: Planning Statistics and Monitoring

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS infection reduced from 3.7% to 2.0% by June 2021	Train on HIV/AIDS preventions Permanent agenda on departmental monthly meeting Attend HIV/AIDS forum	Percentage of HIV/AIDS infection reduced
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	6 staffs trained on anti-corruption strategies by June 2021	Capacity building on anti-corruption prevention to staffs Permanent agenda on monthly departmental meetings	Number of staff trained
C. Access to Quality and Equitable Social Services Delivery Improved	Working environment to 6 staffs improved by June 2021	Impart team work split Paying statutory benefits Provide incentives	Number of staffs motivated
	36 Ward Executive	Train on plan and budget	Number of WEOs and VEOs trained

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	officers and 120 Village Executive Officer capacitate on plans and budget preparations by June 2021	preparations to community Monitoring and evaluations on development projects	
	680 elected leaders capacitated on plans and budget preparation by June 2021	Train on plans and budget preparation Visiting wards development committee	Number of elected leader trained
	Prevalence of stunting, children under five reduced from 12.8% to 4.2% by June 2021	Coordinate multisectoral steering committee meeting Awareness creation to 6 staffs	Percentage rate of stunting children
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	100Community self- initiatives completed in 120 Villages and 36 Wards by June 2021	Sensitize community on contribution of development projects Mobilize and allocate resource Capacity building to community on project management	Number of community initiatives supported
	8 Investment project proposal written and	Conduct feasibility study on development	Number of project proposal funded

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	submitted to funders by June 2021	projects Update socio-economic and investment profile	
	Development projects under PPP increased from 0 to 4 by June 2021	Project write up proposal developed Conduct Feasibility study	Number of PPP projects increased
	Sustainable of Council development Projects in 36 wards ensured by June 2021	Monitor and supervise Accrued payment of projects	Number of development projects supervised
E. Good Governance and Administrative Services Enhanced	Quality Council Plan and Budget approved two months before end of each financial year by June 2021	Train Head of Departments and Units on MTEF Awareness creation on Budget guidelines and Priorities	Existence of approved Council Plan and Budget
	Data collection in 36 Wards facilitated by June 2021	Collect data, analyse and interpret Awareness on important of data banking	Number of wards data collected

4.4.11 Strategic Objective 11

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

4.4.11.1 Result Area: Primary Education

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections reduced	HIV/ AIDS prevalence rate reduced from 3.7% to 2% by June 2021	Seminars and clubs formulation. Incorporate HIV/AIDS education.	Percentage of HIV /AIDS Prevalence.
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness on anti-corruption strategy to 1,281 staff and 89,714 pupils conducted by June 2021	Provision of education, use of clubs and posters as well as flayers	Number of staff created with awareness on anti-corruption strategy
C. Access to Quality and Equitable Social Services Delivery Improved	Pupils performance in examinations increased from 76.6% (2017) to 85% by June 2021	Provide Weekly, Monthly and quarterly examinations. Provide school meals. Formulation of academic clubs in schools. Regular visit and monitoring to schools.	Percentage of pass rate
	Pupils dropout rate reduced from 3% to 1% by June 2021	Provide lunch at School. Observation of education rules and regulations. Parent meetings.	Number of pupils complete STD VII
	Number of pregnant school girls reduced from 51(2017) to 0 by June 2021	Family planning. Enforce laws Provide Life skill education	Number of pregnant school girls reduced

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Number of schools installed with power supply increased from 36 (2017) to 121 by 2021	Procure installation materials.	Number of schools connected with power supply.
	Number of primary school inspected increased from 14 (2017) to 121 by June 2021	Increase school inspection and supervision.	Number of schools inspected
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Number of classroom increased from 1,150 (2017) to 1,994 by June 2021.	Involve stake holders and community to contribute resources required. Increase government budget	Number of classroom increased
	Number of pit latrines increased from 871(2017) to 4,048 by June 2021	Involve stake holders and community to contribute resources required Increase government budget	Number of pit latrines increased
	Number of pupils desks increased from 29,099 (2017) to 29,905 by June 2021	Involve stake holders and community to contribute resources required	Number of pupils desks increased

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased		Increase government budget	
	Number of teachers houses increased from 479 (2017) to 1,236 by June 2021	Involve stake holders and community to contribute resources required. Increase government budget.	Number of teachers houses increased
E. Good Governance and Administrative Services Enhanced	Conducive working environment to 1,281 staff ,ensured by June 2021	Improve teaching and learning environment to staffs.	Number of staff with conducive working environment

4.4. 12 Strategic Objective 12

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

4.4.12.1 Result Area: Secondary Education

Strategic Objective	Targets	Strategies	Performance Indicators
A. Service improved and HIV/AIDS reduced	HIV/AIDS prevalence reduced from 3.7% to 2% by June 2021	Conduct seminars Formulate HIV/AIDS clubs	HIV/AIDS Prevalence reduced

Strategic Objective	Targets	Strategies	Performance Indicators
B. Enhanced, sustain and effective implementation of the National Anti – corruption Strategies	Anti-corruption strategy to 518 staffs and 10,302 students trained by June 2021	Conduct seminars Formulate anti-corruption clubs	Number of staffs and students trained
C. Access to quality and equitable social services delivery Improve	Improve working environment to 518 teachers by 2021	Conduct seminars Provide incentives Attend leave Provide Moving Expenses	Number of staffs motivated
	100 new secondary school employee trained on familiarization with working environments by June 2021	Orientation course to new employee Train new employee	Number of new employee trained and oriented
	Dropout rate in 36 secondary schools reduced from 12% to 4% by June 2021	Sensitize parents on students attendance to school Maintain time table for Co - curricular activities Provide lunch today scholars Use Legal measures to stop truancy	Percentage of dropout reduced

Strategic Objective	Targets	Strategies	Performance Indicators
C access, quality and equitable social services delivered improve	Pass rate increased from 77% to 100% in 36 Secondary schools by June 2021	In service training Provide teaching and learning materials Motivate teachers and students	Percentage of performance improved
	Statutory allowances to 36 head of secondary schools created by June 2021	Plan and budget	Number of Head of schools paid statutory allowance
	11 Secondary schools connected to Electricity by June 2021	Mobilize resources from the community, Donors and Government Plan and budget.	Number of schools connected with electricity services increased.
	36 secondary schools inspected by June 2021	Monitor and supervise	Number of schools inspected.
D. Quantity and quality of social services and infrastructures Increased	47 classrooms in 36 secondary schools constructed by June 2021	Mobilize resources from the community, Donors and Government Sensitize community to offer their efforts	Number of classrooms constructed
	88 Laboratories in 32 government schools completed by June 2021	Mobilize resources from the community, Donors and Government Sensitize community to	Number of laboratories completed

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quantity and quality of social services and infrastructures Increased		offer their efforts	
	200 two in one teachers houses constructed in 36 secondary schools by June 2021	Mobilize resources from the community, Donors and Government Sensitize community to offer their efforts	Number of teachers houses constructed
	110 students pit latrines constructed in 36 government secondary schools by June 2021	Mobilize resources from the community, Donors and Government Sensitize community to offer their efforts	Number of students pit latrine constructed
	36 special rooms for girls constructed in 36 secondary schools by June 2021	Mobilize resources from the community, Donors and Government Sensitize community to contribute and offer their efforts	Number of special rooms for girls constructed
	30 hostels for girls constructed in 15 government secondary schools by June 2021	Mobilize resources from the community, Donors and Government Sensitize community to offer their efforts	Number of hostels for girls constructed
	35 libraries constructed by June 2021	Mobilize resources from the community, Donors and	Number of libraries constructed

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quantity and quality of social services and infrastructures Increased		Government Sensitize community to offer their efforts	
	30 administration blocks constructed by June 2021	Mobilize resources from the community, Donors and Government Sensitize community to offer their efforts	Number of administration blocks constructed
	12587 students provided with school meals by June 2021	Sensitize the community to contribute food for day students Mobilizing funds from the government	Number of students provided school meals
	Prepare sports and games grounds in 7 secondary schools by June 2121	Sensitize community to free their areas for students play grounds Government to pay land compensation to the owners around the school.	Number of sports and games prepared
	Teaching and learning materials procured by June 2021	Mobilize funds from the governments Plan and Budget.	Number of books procured
	2500 students beds, tables	Mobilize resources from	Number of beds desks and chairs

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quantity and quality of social services and infrastructures Increased	and chairs for 36 government secondary schools purchased by June 2021	the community, Donors and Government Raise contribution spirit to the community	made
	Set boundaries for 20 secondary schools by June 2021	Involve community living near school boundaries Compensate land owner nearby schools	Number of boundaries set
	Learning environments to students with special needs in 36 secondary schools facilitated by June 2021	Mobilize resources from the community, Donors and Government Sensitize school community on the importance of building friendly infrastructures to students with special needs	Number of schools with improved environments
	36 bore holes in 36 secondary schools constructed by June 2021	Mobilize resources from the community, Donors and Government Surveying water accessible area	Number of bore holes constructed
I. Emergency and Disaster Management Improved	108 teachers trained on emergence and disasters management by June 2021	Conduct seminars 36 schools equipped with tools for emergence and	Number of teachers trained

Strategic Objective	Targets	Strategies	Performance Indicators
I. Emergency and Disaster Management Improved		disaster management Initiate emergence and disaster management clubs	

4.4.13 Strategic Objective 13

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- E. Good Governance and Administrative Services Enhanced
- G. Management of Natural Resources and Environment Enhanced and Sustained
- F. Social Welfare Gender and Community Empowerment Improved

4.4.13.1 Result Area: Beekeeping

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS infection reduced from 3.7% to 2.0% by June 2021.	Conduct training on quality HIV testing and counseling services to 2 staffs of Beekeeping Unit.	Prevalence rate
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness increased to staff on effects of corruption on service provision by June 2021	Establish an Agenda of Corruption prevention to departmental monthly meeting	Number of staff sensitized.

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Working environment to 2 Beekeeping staff enhanced by June 2021	Procure office working facilities. Provide statutory benefits.	Working tools and statutory benefits provided.
G. Management of Natural Resources and Environment Enhanced and Sustained	Bee keeping groups increased from 17 to 36 groups and individual person 5 70 by June 2021	Mobilize and raise awareness to community in formulating bee keeping groups Organize training on bee keeping technical to groups. Promote beekeeping activities through bee keeping day, regional bee exhibition and nanenane ceremony day.	Number of groups increased
	Capacity built to 17 bee keeping groups by June 2021	Organize seminars and workshops to be beekeeping groups Train beekeepers on data recording and managing	Number of beekeeping groups trained.
	Modern beehives increased from 1,577 to 3,154 by June 2021	Train local carpenters to construct modern bee hives Procure modern beehives for demo-farms in 07 villages.	Number of beehives constructed
	Conservation of 77 square Km	Conduct patrol in the natural	Number of Square km maintained.

Strategic Objective	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment Enhanced and Sustained	suitable sites for beekeeping activities maintained by June 2021	resource areas. Effective monitoring on natural resources areas.	
	Production of honey and bee wax increased from 9,856.25kg to 39,425kg from 15 kg to 450 kg honey and of bee wax by June 2021.	Raise awareness to community on bee keeping activities Train beekeepers the technical skill on bee keeping activities Train beekeepers on managing bee hives, harvest and processing bee products.	Kilograms of honey and bee wax produced.

4.4.14 Strategic Objective 14

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

4.4.14.1 Result Area: Internal Audit

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Awareness creation to 5 staffs on new infections of HIV/AIDS improved by 2021	Conduct one day training on HIV/AIDS infections Nutrition food to staff living with HIV/AIDS annually.	Number of staffs trained

Strategic Objective	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	5 Auditors capacitated on combating corruption by 2021	Training to five audit staffs conducted. Anti-corruption strategy to 5 staffs at head quarter staff conducted	Number of staffs trained
E. Good Governance and Administrative Services Enhanced	Working environment to 5 Staffs improved by 2021	Number of staffs attend annual leave Working facilities/tools procured	Number of staff with improved working
	Capacity building to 5 staffs on audit guideline improved by June 2021	Facilitate internal auditors to attend career and professional training annually	Audit staffs trained
	Number of auditing unqualified audit report increased by June 2021	Internal control improved Compliance with rules and regulations improved Monitor and evaluate Quarterly and annual audit reports prepared	Unqualified report increased

4.4.15 Strategic Objective 15

E. Good Governance and Administrative Services Enhanced

4.4.15.1 Result Area: Election

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Number of people with knowledge on election matters increased from 157,296 to 204,001 by 2021	Conduct training to community	Number of people with knowledge on election matters increased
	Facilitate Local Government election, General election and By-elections in 36 Wards and 120 villages by June 2021	Conduct Local Government election in 120 villages and 510 hamlets and General election at 36 Wards.	Number of village and wards with Local Government election and General election conducted successfully.

4.4.16 Strategic Objective 16

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

E. Good Governance and Administrative Services Enhanced

4.4.16.1 Result Area: Information Communication Technology and Public relations

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV / AIDS infection reduced from 3.7% to 2% by June 2021	Establish Agenda on every weekly departmental meeting	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Staff trained on Anti- Corruption by June 2021	Establish Agenda on every weekly departmental meeting	Number of staff trained
E. Good Governance and Administrative Services Enhanced	Sustainable Communication and Network Services in Maswa District Council by June 2021	To enhance Communication for installing Network Service. To involve stakeholders in provision of internet services by installing Fabre Optic in the Council and connecting the Council Internet with the Government Bandwidth under Regional communication Infrastructure program (RCIP).	Number of office linked

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Conducive working environment to 4 ICT and Public Relations staffs improved to meet their daily duties by June 2021	Provide conducive working environment to ICT and Public Relations staffs through purchasing working tools and Software. To Equip ICT Staffs with new Knowledge on how to manage and control ICT Systems in the Council.	Staff performance improved
	Council Staffs in Maswa District well trained on proper use of computers and Systems by June 2021	Train 3000 Staffs in Maswa district on proper use of computers and Systems through seminars and social media.	Number staff trained

4.4.17 Strategic Objective 17

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

4.4.17.1 Result Area: Legal

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Awareness on new HIV/AIDS infection and preventive measures to the 5 Legal staffs by June 2021	Train on new infection and prevention of HIV/AIDS to the Legal Staffs	No new HIV/AIDS infections
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness on anti-corruption strategies to 36 ward tribunal created by June 2021	Train of 36 wards tribunal conducted	Number of ward tribunals created
E. Good Governance and Administrative Services Enhanced	Enacted by – laws to facilitate easy operations of Council functions by June 2021	Community participations	Number of By-laws enacted.
	Mandatory obligations to 5 Legal Staffs met by June 2021	Available of working facilities Number of staffs attending train	Number of staff with Mandatory obligations
	Number of disputes reduced from 65% to 25% by June 2021	Capacitate 36 ward Tribunals on proper procedures of performing their duties. Settling disputes out of Court Complying with rules and regulations to the Council level of administration.	Number of land disputes reduced

4.4.18 Strategic Objective 18

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

4.4.18.1 Result Area: Finance and Trade

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS prevalence Reduced from 3.7% to 2.0% by June 2021	Conduct monthly departmental sensitization and awareness meeting	Prevalence rate HIV/AIDS reduced
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	60 awareness meeting on Anti-Corruption to 14 staffs conducted by June 2021	Conduct monthly departmental sensitization meeting	Number of staff with awareness on Anti-Corruption
E. Good Governance and Administrative Services Enhanced	Network facilities improved by June 2021	Shift from copper to fiber system	Stable network
	Revenue collection increased from 3.6 billion to 4.6 billion by June 2021	Form revenue collection taskforce at head office and ward level. Increase inspection on revenue sources. Procure 83 electronic devices. Enforce laws on revenue collection and Educate more	Amount of revenues collected Number of tax payers Number of new business outlets

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced		tax payers Innovate other new sources of revenues like building permit Encourage investors to open up new business outlets where we can collect revenues like service levies	

4.4.19 Strategic Objective 19

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

C. Improve access, quality and equitable social services delivered

4.4.19.1 Result Area: Procurement Management Unit

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Awareness creations on prevention of new infection of HIV/AIDS to 8 planning department staffs by June 2021	Train on HIV/AIDS preventions to 8 staffs Permanent agenda on departmental monthly meeting Attend HIV/AIDS forum	Number of staffs trained
B. National Anti-Corruption Implementation Strategy Enhanced and	8 staffs trained on anti-corruption strategies by June 2021	Capacity building on anti-corruption prevention to 8 staffs	Number of staffs trained on anti-corruption strategies/prevention

Strategic Objective	Targets	Strategies	Performance Indicators
Sustained		Permanent agenda on monthly departmental meetings	
C. Improve access, quality and equitable social services delivered	All planned procurement of the entity are managed according to public procurement acts and its regulations by 2021.	Procurement of office facilities. Training to user departments	Number of procured office facilities. Annual procurement volume Compliance with Acts and Regulations Procurement reports
	Working environment to 8 procurement staffs and 7 tender board members are improved by June 2021	Paying statutory benefits Provide incentives	Number of staffs motivated increased
	Statutory benefits Provide incentives to 8 procurement staffs and 7 tender board members are provided by June 2021	Provide statutory benefits Provide incentives	Number of staffs motivated increased

CHAPTER FIVE

PLAN IMPLEMENTATION MONITORING EVALUATION REVIEW FRAMEWORK INTERNAL AND EXTERNAL REPORTING PLAN

5.1 Plan Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the council, is the custodian and accountable for the implementation of Maswa District Council strategic plan 2016/2017 - 2020/2021. DED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. Moreover, with the support of the management, shall regularly report to the full council with regards to the strategic plan implementation and its overall performance. For the successful coordination of all Result Areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of this strategic plan. Thus, the respective Departments and Sections with a helping hand from the key stakeholders from within and outside the Council shall be responsible for the day to day operation of the Strategic Planed activities that shall derived from respective targets and included in the Medium Term Expenditure Framework for annual costing and implementation.

5.2 Plan Monitoring

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Maswa District Council Community including the District Management Team and the District's Full Council. Presentations shall be made to make sure that table 8 shall guide the format of the progress reports.

Table 11: Example of quarterly progress report

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

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

5.3 Plan Evaluation

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

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

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

During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress shall be used. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources. Performance indicators as a unit of success will

be both quantitative (Number of people served with a particular service and number of services delivered) and qualitative such as positive or negative feedback, problems, complaints, and comments.

5.4 Plan Review

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

Table 12 : A Review Plan

No.	Years	Plan Review	Time Frame	Responsible
1.	Year1: 2016/17	Annual Performance review	May,2016	Head of department responsible for Planning, Monitoring and Statistics
2.	Year2: 2017/18	Annual Performance Review	May,2017	
3.	Year3: 2018/19	Mid-term review	March,2018	
4.	Year4: 2019/20	Annual Performance Review	May,2019	
5.	Year4: 2020/21	Final MDCSP Outcome Review	May,2020	

5.5 Internal Reporting Plan

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

Table 13 : Internal Reporting Plan

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

5.6 External Reporting Plan

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 7 external reports provided to external organs; these include: The Council CCM Manifesto Implementation Report submitted to the District Commissioner Officer, Regional Administrative secretary and to the Ministry Responsible for Local Government. The

Council Performance and Progress Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Annual Audited Financial Statements submitted to Regional Administrative Secretary, Ministry Responsible for Local Government and the Controller and Auditor General. The Council Fraud and Risk Management Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Council Audit Report submitted to the Regional Administrative secretary and Ministry of Finance, the Council Procurement Report submitted to Regional Administrative secretary and Public Procurement Regulatory Authority. And the Council Sector Progress Report submitted to Regional Administrative secretary and Ministry responsible for each sector.

Table 14: External Reporting Plan

No.	Type of Report	Recipient	Frequency	Responsible
1.	Council CCM Manifesto Implementation Report	District Commissioner Officer, Regional Administrative secretary and Ministry Responsible for Local Government	Biannual	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Performance and Progress Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
3.	Annual Audited Financial Statements	Regional Administrative secretary and Ministry Responsible for Local Government ,CAG	Annually	Head of department responsible for Finance
4.	Council Fraud and Risk Management Reports	Regional Administrative secretary and	Quarterly	Head of department responsible

No.	Type of Report	Recipient	Frequency	Responsible
		Ministry Responsible for Local Government		for Planning, Monitoring and Statistics
5.	Council Audit Report	Regional Administrative secretary and Ministry of Finance	Quarterly	Head of Internal Unity Section
6.	Council Procurement Report	Regional Administrative secretary and Public Procurement Regulatory Authority	Quarterly	Head of Section Responsible for Procurement
7.	Council Sector Progress Report	Regional Administrative secretary and Ministry responsible for each sector	Quarterly	HoD/Section responsible for each Sector