

UNITED REPUBLIC OF TANZANIA

PRESIDENTS OFFICE,

REGIONAL ADMINISTRATION AND  
LOCAL GOVERNMENT

LINDI DISTRICT COUNCIL



MEDIUM TERM ROLLING STRATEGIC PLAN  
FOR THE YEAR 2016/17 – 2020/21

DISTRICT EXECUTIVE DIRECTOR  
P.O BOX 328  
LINDI

SEPTEMBER, 2017

# PREFACE

This Strategic Plan (SP) of the LINDI District Council for 2016/2017 – 2020/2021 is a key management framework that sets out the future vision of the council as well as a set of broad strategic objectives, strategies and initiatives for achieving the vision. Lindi District Council aspires “To become an accountable institution that is successful in empowering communities and the people in meeting their basic needs through effective social and economic services”. It is my cherished hope that this Strategic Plan will assist in achieving this vision within the provisions of the Local Government Act of 1982 and other pertinent laws of the country.

I wish to recognize the contributions of a few stakeholders and individuals who facilitated the review of the Lindi District Strategic Plan. First, I extend my appreciations to the stakeholders and officers of the Council who participated at the review of strategic planning meetings which was held in Lindi in April, 2011 for their valuable contributions. Secondly, I extend my sincere appreciation to the Council's Management, especially the District Executive Director, Mr. Samwel W. Gunzar and District Planning Officer Mr Salum M. Mpili, for their valuable contributions to this vital process. Many hearty thanks should also go to the councillors for participation in review process.

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

## ACKNOWLEDGEMENTS

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

However, we would like to thank Ward Development Committees' (WDCs) members for the process of coming out with their annual plans which enabled the working groups to draw some important information for the strategic plan. Others are councillors, NGOs and community representatives for their contribution during the stakeholders meeting in November, 2017.

In this regard, we would like to thank the District Commissioner and the members of the said meeting for their comments and their advice which later formed part of the whole Council Strategic Plan for the year 2016/17-2020/21.

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

Finally, we express our gratitude to the working groups for their tireless efforts of preparing the final strategic plan document. The working group comprise of Mr. Salum Mpili the District Planning Officer, who assumed the coordinating role, Mr. Hamisi A. Hamisi, Economist from the Planning Department and all Council Head of Departments and Sections. Their contributions are highly appreciated.

This strategic plan document was typed by Ms Tasma J. Mwaraha and we thank her for this commendable job.

  
Samwel W. Gunzar,  
District Executive Director  
LINDI

**DISTRICT EXECUTIVE DIRECTOR  
LINDI DISTRICT COUNCIL  
LINDI**

## ABBREVIATIONS

AMO	-	ASSISTANT MEDICAL OFFICER
BUWASA	-	BUKOBA WATER AND SANITATION AUTHORITY
CBO'S	-	COMMUNITY BASED ORGANISATIONS
CHF	-	COUNCIL HEALTH FUND
CHMT	-	COUNCIL HEALTH MANAGEMENT TEAM
CMT	-	COUNCIL MANAGEMENT TEAM
COBET	-	COMPLEMENTARY BASIC EDUCATION OF TANZANIA
DAC	-	DISTRICT AIDS COORDINAT
DAICO	-	DISTRICT AGRICULTURE, IRRIGATION AND COOPERATIVE OFFICER
DAO	-	DISTRICT ACADEMIC OFFICER
DHRO	-	DISTRICT ADMINISTRATION AND PERSONNEL OFFICER
DC	-	DISTRICT COUNCIL
DCO	-	DISTRICT CO-OPERATIVE OFFICER
DCDO	-	DISTRICT COMMUNITY DEVELOPMENT OFFICER
DCUO	-	DISTRICT CULTURAL OFFICER
DE	-	DISTRICT ENGINEER
DED	-	DISTRICT EXECUTIVE DIRECTOR
DGO	-	DISTRICT GAME OFFICER
DHO	-	DISTRICT HEALTH OFFICER
DLDO	-	DISTRICT LAND DEVELOPMENT OFFICER
DMO	-	DISTRICT MEDICAL OFFICER
DNRO	-	DISTRICT NATURAL RESOURCES OFFICER
DPLO	-	DISTRICT PLANNING AND LOGISTICS OFFICER
DEO	-	DISTRICT EDUCATION OFFICER
DT	-	DISTRICT TREASURY
DWE	-	DISTRICT WATER ENGINEER
DVO	-	DISTRICT VETERINARY OFFICER
HBS	-	HOUSEHOLD BUDGET SURVEY
HIV/AIDS	-	HUMAN IMMUNODEFICIENCY VIRUS/ACQUIRED IMMUNODEFICIENCY SYNDROME
HIPC	-	HIGHLY INDEPTED POOR COUNTRIES
HOD	-	HEAD OF DEPARTMENT
LGA'S	-	LOCAL GOVERNMENT AUTHORITIES
LGRP	-	LOCAL GOVERNMENT REFORM PROGRAMME
LGSP	-	LOCAL GOVERNMENT SUPPORT PROGRAMME
MCH	-	MOTHER AND CHILD HEALTH
MD	-	MUNICIPAL DIRECTOR
MDG'S	-	MILLENIUM DEVELOPMENT GOALS
MOEC	-	MINISTRY OF EDUCATION AND CULTURE

MOH	-	MINISTRY OF HEALTH
MTEF	-	MEDIUM TERM EXPENDITURE FRAMEWORK
MTUHA -		MFUMO WA TAARIFA ZA UFUATILIAJI WA HUDUMA ZA AFYA
NGO'S	-	NON GOVERNMENTAL ORGANIZATIONS
NPES	-	NATIONAL POVERTY ERADICATION STRATEGY
O & OD -		OPPORTUNITY AND OBSTACLES TO DEVELOPMENT
PEDP	-	PRIMARY EDUCATION DEVELOPMENT PLAN
PO – RALG	-	PRIME MINISTER'S OFFICE, REGIONAL ADM. & LOCAL GOVT.
PRSP	-	POVERTY REDUCTION STRATEGY PEPAR
RE	-	REGIONAL ENGINEER
SACCOS	-	SAVINGS AND CREDIT CO-OPERATIVE SOCIETIES
SEDP	-	SECONDARY EDUCATION DEVELOPMENT PROGRAMME
STD	-	SEXUAL TRANSMITTED DISEASES
SWOT	-	STRENGTH, WEEKNESSES, OPPORTUNITIES AND THREATS
TASAF	-	TANZANIA SOCIAL ACTION FUND
WDC	-	WARD DEVELOPMENT COMMITTEE
WEO	-	WARD EDUCATION OFFICER
WE	-	WARD EXECUTIVE
VEO	-	VILLAGE EXECUTIVE OFFICER

## TABLE OF CONTENTS

Na	Contents.	Page
	PREFACE	i
	ACKNOWLEDGEMENTS	ii
	ABBREVIATION	iii
	TABLE OF CONTENT	v
1	INTRODUCTION	1
1.1	Preamble	1
1.2	Institutional Setup	1
1.3	Implementation of the Previous Strategic Plan	1
1.4	Rationale of the Rolling Strategic Plan for 2016/17-2020/21	1
1.5	Methodology	2
1.6	Contents of the Strategic Plan	2
2	COUNCIL PROFILE	3
2.1	Introduction	3
2.2	Location and Area	3
2.3	Topography and Climate	3
2.4	Demography/Population	4
2.5	Administration	4
2.6	Economic Status	4
2.7	Tourism	4
2.8	Energy	5
2.9	Communication and Transport	5
2.1	Overall Poverty Situation	5
3	SITUATIONAL ANALYSIS	6
3.1	Introduction	6
3.2	Health	6
3.3	Education	8
3.4	Works	17
3.5	Agriculture Development	17
3.6	Livestock and Fisheries Development	21
3.7	Water Resources Management	23
3.8	Natural Resources and the Environment	25
3.9	Cooperatives and Marketing	27
3.10	Community Development	28
3.11	Administration and Personnel	35
3.12	Land Administration and Management	39
3.13	Business and Trade	41
3.14	Finance Department	42
3.15	ICT	43
3.16	Planning, Statistics and Evaluation	44
3.17	Procurement and Supply	45
4	VISION, MISSION, FUNCTIONS AND CORE VALUES	48
4.1	Introduction	48
4.2	Vision Statement	48
4.3	Mission Statement	48
4.4	Objectives	48
4.5	Functions	48
4.6	Guiding Principles or Values	49
4.7	Theme	49
5	KEY RESULT AREAS, STRATEGIC OBJECTIVES, AND PERFORMANCE INDICATORS	50
5.1	Key Result Areas, Strategic Objectives, and Performance Indicators	50
5.2	Strategies and Timing	50
5.3	Tables on Key Result Areas, Strategic Objectives, and Performance Indicators	51
6	MONITORING AND EVALUATION SYSTEM	78
6.1	Introduction	78
6.2	Monitoring Form	78
6.3	Evaluation	79

# 1. INTRODUCTION

## 1.1 Preamble

This document is the Strategic Plan for Lindi District Council (LDC) for the period 2016/17-2020/21. The plan is expected to be main guiding framework for the strategic development of the Council in line with the major goal of Local Government Reform Programme which is to improve the quality of and access to public services provided through or facilitated by local government authorities.

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

## 1.2 Institutional Setup

Lindi District Council consists of 9 divisions which in turn comprises of 31 wards and 140 villages. All 31 wards are situated in the rural setting. The District Council is comprised of 43 councillors headed by a Chairman and 2 members of Parliament.

The District Executive Director is the Chief Executive Officer. The Director is assisted by 13 heads of departments and six heads of units that is for legal affairs, internal audit, procurement and supply, ICT, Environment and Election Unit.

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

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

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

## 1.3 Implementation of the Previous Strategic Plan

The new plan supersedes the Strategic Plan for 2011/2012 – 2015/2016. Barring financial limitations, the plan assisted the Council in realising important achievements as documented in the annual reports.

## 1.4 Rationale of the Rolling Strategic Plan for 2016/2017-2020/2021

Tanzania has been undertaking a number of development-oriented initiatives and public sector reforms all aimed at realizing the National Development Vision 2025, Five Years Development Plan phase II, 2015, 2015 Rulling Part Election Manifesto, President's Inauguratin Speech of the 11<sup>th</sup> Parliment on 20<sup>th</sup> November, 2015 and Sustainable Development Goals.

q The goal is to improve the uality and accessibility to social services, improve the social economic well being of the community and ultimately eradicate poverty, which has been alarming in Tanzania for so long. The Local Government Reform Programme (LGRP) is one of the major public sectors reforms under in which Local Government Authorities (LGAs) are being advised, facilitated and empowered to streamline and improve their performance levels with a view to ensure quality, accessible, responsive and equitable

socio- economic service provision to and by the communities under their areas of their jurisdiction. To be able to achieve this, the government through the LGRP has been emphasizing on a new approach to development planning whereby community and all stakeholder participation throughout the O & OD planning process is being advocated. In other words bottom up as opposed to top down approach to planning is being institutionalized.

In order to focus on people's perspective, Lindi District Council has prepared this strategic plan – with a bottom-up approach – in order to address priority needs of the District. The plan provides the framework of where organization desires to go and what it wants to accomplish. This Strategic Plan is prepared following a 5 years-cycle.

## 1.5 Methodology

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

## 1.6 Contents of the Strategic Plan

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



## 2. COUNCIL PROFILE

### 2.1 Introduction

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

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

### 2.2 Location and Area

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

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

### 2.3 Topography and Climate

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

The District is divided into three ecological zones namely:-

#### (a) Coastal lowlands

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

#### (b) Intermediate zone

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

### (c) Plateau highland

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

## 2.4 Demography/Population

According to 2012 , population census the Council has a total population of 194,143 of which 91,647 are Males and 102,496 Females. The average household size was 3.7, population growth rate is 0.6% compared to 1.4% of Lindi Region and 2.9% national rates. The population density stood at 28.1.

## 2.5 Administration

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

Table 2.1: The distribution of Constituency, Administrative Division, Wards and Villages of the Lindi District Council

S/N	CONSTITUENCIES	DIVISIONS	WARDS	VILLAGES	SUB VILLAGES
1	MTAMA	5	20	93	510
2	MCHINGA	4	11	48	238
	TOTAL	9	31	141	748

## 2.6 Economic Status

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

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

## 2.7 Tourism

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

## 2.8 Energy

Lindi District Council receives reliable supply of gas power from Mnazi Bay electricity plant situated in Mtwara Region although it covers a small area. The electricity supplied by Artumas Company to the district is 1000KWH which is then stepped down to 500V for local consumption. It is important to note that Lindi District is not connected to the National Grid system which is the source of electricity for most districts in Tanzania. As regards, cooking energy for domestic consumption, many people use charcoal and fire wood.

## 2.9 Communication and Transport

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

## 2.10 Overall Poverty Situation

Lindi District Council is one of the districts which have a population with high prevalence of poverty in the country. Per capita income is estimated to be 1,127,104/= Tanzania shillings per year. Poverty will remains a problem in rural areas where about 80% of the poor population live due to poor productive means.

### 3.0 SITUATIONAL ANALYSIS

#### 3.1 Introduction

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

In preparing this document each department made an assessment of its performance making reference to the stakeholders' views regarding their satisfaction or dissatisfaction with the services being provided. Moreover, as mentioned before they also carried out a SWOC analysis, the current structure and resource requirement compared to those available. This was then followed with a general SWOT analysis for the council. The following section therefore presents the current situation on departmental basis.

#### 3.2 Health

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

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

Table 3.1 Implications of National Health Laws, Policies and Programmes

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

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

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

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

Table 3.2 Major diseases

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

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

Table 3.3: A summary of health infrastructure in the council

FACILITY	GVT		RELIGIOUS		PRIVATE SECTOR		TOTAL	
	2005	2009	2005	2009	2005	2009	2005	2009
HOSPITAL			1	1	0	0	1	1
HEALTH CENTRE	4	5	1	1	0	0	5	6
DISPENSARY	37	40	2	1	0	0	40	41
TOTAL	41	45	3	3	0	0	45	48

### Key Performance Indicators

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

Table 3.4 Key health performance indicators

INDICATOR	Measure unit	2005	2009	National/Norm/Target
F. Planning	Percentage	38.1	39.2	15
Maternal death	Number	166.3/100000	230/100000	578/100000
I. mortality	Number	110.5/1000	14.3/1000	100/1000
HIV infection	Percentage	4.9	4	7
Use of latrine	Percentage	0.5	2	

### Strategic SWOCs

Table 3.5 Strategic SWOCs

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

Table 3.6 Issues & Underlying Causes

NO.	STRATEGIC ISSUES (OUTCOME – ORIENTATON)	UNDERRLYING CAUSED/OPPORTUNITY
1.	Shortage of medical equipment and supplies	<ul style="list-style-type: none"> <li>In adequate medical equipment and supplies from MSD</li> </ul>
2	Poor condition of infrastructure (health facilities) and staff houses)	<ul style="list-style-type: none"> <li>In adequate budget ceiling allocated for rehabilitation and construction of health facilities and staff houses.</li> </ul>
3	Poor commitment of health workers and non adherence to professional code of conduct in Health Services deliveries.	<ul style="list-style-type: none"> <li>Low salary scales for health workers</li> <li>Lack of motivation scheme</li> </ul>
4	High prevalence of Malaria, schistosomiasis and filariasis cases	<ul style="list-style-type: none"> <li>High density of vectors within the community</li> <li>Poor treatment seeking behaviour among the community</li> <li>Slow behaviour change to the community towards implementation of preventive measures</li> </ul>
5	Low coverage of environmental health in the community	<ul style="list-style-type: none"> <li>Inadequate budget ceiling</li> <li>Low community sensitization on importance of environmental health</li> </ul>
6	Gradual reduction of maternal and under five mortality rate.	<ul style="list-style-type: none"> <li>Shortage of qualified staff in the health facility</li> <li>Lack of community awareness on importance of health facility delivery</li> <li>Low coverage of family planning services</li> </ul>
7	Low coverage of immunization of children under one year	<ul style="list-style-type: none"> <li>Low outreach and mobile immunization services</li> </ul>

### 3.3 Education

#### 3.3.1 Primary Education

The main function of education department is:

- Facilitating 117 primary Schools so as to promote education for all.
- Rehabilitating basic infrastructure (Classrooms, teacher's houses, Teacher's office. Desks and pit latrines)
- Promoting vocational training aimed to empower people to be self employed in our District.
- Strengthening Supervision and Monitoring of Primary Education Development programme in our district as a whole.
- Encouraging Community participation in the Implementation of Primary Education Development Programme to ensure sustain ability.
- To Supervise Procurement of Teaching and learning material. The aim is to make sure that schools have managed to use funds to procure essential materials for teaching and learning.
- Oversee day to day running of the programme through its education staff.
- To supervise Sports and Games in 115 primary schools
- To mobilize and enhance cultural activities in district.

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

Table 3.7 Implications of National Education Laws, Policies and Programmes

No.	Legal/Policy/Programme	Implication for the Lindi District Council
1.	Education Act No.25 (1978) Education Patent Letter No.25 (2002)	<ul style="list-style-type: none"> <li>The LDC prepare DC By-Laws enrolment and attendance)</li> </ul>
2.	Education patent letter (2003) which amend patent letter No.6 (1998) – Ref. ED/06/C.2/III/134.	<ul style="list-style-type: none"> <li>Preparation of By-Laws and sensitization (Seminars &amp; meetings)</li> </ul>
3.	Public service Act (2002) and Regulations 65(1) of the public service Regulations (2003) which amend Secular no 4(2016)	<ul style="list-style-type: none"> <li>To provide seminars to school committees/boards in order to ensure that they use their skills, knowledge and expertise to attain maximum result.</li> <li>To provide orientation course (co first appointed and new</li> </ul>

No.	Legal/Policy/Programme	Implication for the Lindi District Council
		<p>elected leaders) on how to execute duties and assign responsibilities with maximum standards and within required time.</p> <ul style="list-style-type: none"> <li>To build capacity to education staff for familiarization and rules, regulations, procedures and appropriate abide by them.</li> </ul>
4.	Education Act No.25 (1978) and regulation (2002) sect.42	<ul style="list-style-type: none"> <li>To collaborate with school inspectorate department in order to assure the quality of education in all district schools.</li> </ul>
5.	Public service Act ( 2002) and Regulations 65 (1) of the public services Regulations (2003)	<ul style="list-style-type: none"> <li>To conduct train on good governance in order to avoid improper favours, solicit, force or bribes from any person whom they have served or serving.</li> </ul>
6.	Education Act No.25 (1978) and regulation (2002)	<ul style="list-style-type: none"> <li>To plan and supervise servant (teachers and teaching supporting staff) and students health programme at least once annually</li> </ul>
7.	Education patent letter No.16 (2002)	<ul style="list-style-type: none"> <li>To control school enrolment ( according to rule) by establishing new schools</li> <li>To construct classroom and add enrolment.</li> </ul>
8.	Education patent letter No.4 (2002)	<ul style="list-style-type: none"> <li>To employ new teachers for primary and secondary schools and to balance manpower according to the needs of each school.</li> </ul>
9.	The education school library resource centre regulations (2002)	<ul style="list-style-type: none"> <li>To motivate schools to use x-curriculum text books for school libraries.</li> </ul>
10.	Public service Act (2002) section 34 and Regulation 65(1)	<ul style="list-style-type: none"> <li>To motivate excellence in service by setting realistic work targets which will enable teaching staff to achieve the highest standard of performance, creativity and innovative through knowledge and skills.</li> </ul>
11.	Education patent letter No.3 (2001)	<ul style="list-style-type: none"> <li>To allocate fund in order to enhance sports and games in schools.</li> <li>To supervise inter-school competition )academic, sports and games)</li> </ul>
	<ul style="list-style-type: none"> <li>Primary Education Development Programme (PEDP)</li> <li>Complementary Based Education in Tanzania .</li> <li>Integrated community Based Adult Education (ICBAE)</li> <li>Vocational Training (Post Primary Education).</li> </ul>	<p>Enrolment and access to primary Education has been given Priority by the council prior and since the inception of PEDP , since 2005 up to 2010 the enrolment and access to primary Education is high.</p> <ul style="list-style-type: none"> <li>- Ensuring adequate and availability of learning and Teaching materials and Training.</li> <li>- Maintaining education standard by ensuring provision of necessary support to teachers.</li> </ul>

## Strategic SWOCs

Table 3.8 Strategic SWOCs

Strength	Opportunity
<ul style="list-style-type: none"> <li>Availability of training materials</li> <li>Trained teachers</li> <li>Presence of capitation grants in primary schools</li> </ul>	<ul style="list-style-type: none"> <li>Availability of education policy, law and regulations.</li> <li>Private sector involvement in provision of education services</li> <li>Availability of school going children</li> </ul>
Weaknesses	Challenges
<ul style="list-style-type: none"> <li>Shortage of pit latrines</li> <li>Inadequate learning and teaching materials</li> <li>Shortage of furniture and teaching materials.</li> <li>Shortage of classroom</li> <li>Shortage of teachers' houses</li> <li>Shortage of Motorcycles and Motor vehicle .</li> </ul>	<ul style="list-style-type: none"> <li>Negative attitude of Community to contribute in school construction works.</li> <li>Competition Academic performance at district, Region and National level.</li> <li>Shortage of teachers.</li> </ul>

## Pre Primary Education.

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

- Increased number of pre- primary schools from 75 (in 2010) to 106 (in 2015).
- Increased enrolment of Pre-Primary Education from 6862 students (in 2010) to 7623 students (in 2015).

The main short falls of Pre -Primary Education are:

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

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

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

## Primary Education

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

- (i) Enrolment Increase
  - Apparent intake for STD I increased from 75% 2010 to 96% in 2015.
  - Gross Enrolment rate and Net Enrolment Rate has increased from 30727 (2010) to 44509 (2015).
  
- (ii) Construction of School infrastructure:
  - Construction of 20 Classrooms, 25 teacher's houses,80 Pit latrines and rehabilitation
  - The council distributed funds from the Treasury to construct 15 Classrooms, Construction of 5 teacher's houses, Rehabilitation of 16 schools and latrines for 14 schools and manufacturing of 354 desks.
  
- (iii) Improved Financial Management at Schools
  - Schools are now able to operate bank accounts
  - School committees are aware of their responsibilities in supervising and providing overall management of school resources including funds.
  
- (iv) Procurement of Teaching and Learning materials  
The schools have managed to use funds to procure essential materials for teaching and learning and some schools have also purchase desks.
  
- (i) Academic Improvement
  - Increased pass rates in PSLE and Std IV Examination have been registered as a result of the improved teaching and learning environment

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

- (i) There is the shortage of 335 teachers in the district which has been contributed by deaths cause by the diseases including HIV and AIDS



- (ii) There are inadequate funds for in-service training hence very few teachers are accessible to training opportunities.
- (iii) There is a big shortage of teaching and learning material e.g. Text books .
- (iv) The District has not enough infrastructure (e.g. classrooms, teachers' houses etc) which causes other schools to have double shifts.
- (v) The small budget allocated for the education department is not enough to solve all problems.

The key challenges facing primary education in Lindi District Council are

- (i) There is a big shortage of teachers.
- (ii) Lack of teaching and learning materials.
- (iii) Shortage of classrooms and teachers' houses.
- (iv) Lack of funds to conduct different seminars.
- (v) Lack of motorcycles and motor vehicles.

The opportunities facing primary education in the Council include;

- (i) The Department has got enough staff.
- (ii) Availability of local material.
- (iii) We have stakeholders who help schools e.g. NGOs, CBOs.

Table 3.9: Key performance indicators of primary education delivery

Indicator	Meas. Unit	2015	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021 Target
Number of schools - private	No	-	-	-	-	-	-
Number of schools - public	No	115	117	117	118	120	122
Number of classrooms - private	No	-	-	-			
Number of classroom - public	No	544	749	800	850	900	950
Enrolment - Boys	No	17635	18458	19285	19812	20306	20937
Enrolment – Girls	No	16540	18983	19683	20124	20874	21328
Enrolment rate (enrolled/ potential)	%	89	100	100	100	100	100
Drop out rate - general	%	10	8	7	5	2	1
Drop out of pregnancies	%	0.3	0.02	0.2	0.01	0	0
Truancy rate	%	1	2	1.1	1.0	0.8	0.5
Pass rate	%	52	38	63	75	86	100
Pass rate as % of qualified to join secondary education	%	78	100	100	100	100	100
Enrolment rate for school age children	%	98	100	100	100	100	100
Teacher pupil ratio	Ratio	1:45	1:40	1:40	1:40	1:40	1:40
Classroom pupil ratio	Ratio	1:40	1:45	1:40	1:40	1:40	1:40
School desks pupil ration	Ratio	1:4	1:3	1:2	1:2	1:2	1:2
Book pupil ratio	Ratio	1:5	1:3	1:1	1:1	1:1	1:1
Toilet pupil ratio	Ratio	1:60	1:60	1:65	1:55	1:45	1:35
Teacher quarter ratio	Ratio	1:12	1:12	1:12	1:10	1:10	1:08

Pre – primary school ration	Ratio	1:30	1:25	1:25	1:25	1:25	1:25
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Table 3.10: Primary Education facilities in Lindi district Council (Available, Shortfall).

Facility	Requirement			Available		Shortfall		
	2005	2009	2013	2005	2009	2005	2009	2013
Classrooms	800	1124	1150	544	749	256	516	156
Teachers Houses	589	1050	1060	140	241	446	779	879
Pit latrines	1274	3375	3390	414	3024	860	251	150
Desks	14088	16805	16905	8299	13497	5789	3338	338
Chairs	1437	2074	2174	526	1146	911	928	828
Teacher Grade IIIA	1030	1112	1102	735	779	295	333	130
Offices	276	438	478	315	236	61	202	102
Cupboards	715	1896	1996	195	447	520	1449	1349

## Adult Education

### Types of Adult Education offered in Lindi District Council

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

### Main Achievements in the past five years

- Reduction in the illiteracy rate from 47% in 2005 to 38% in 2009.
- TOT for 16 District Education Officers facilitators
- Training of 51 professional teachers and 102 Para professional teacher in adult Education facilitation.

### Challenges facing adult education and training

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

### Opportunities open to adult education and training

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

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

- The LDC should provide a budget to support adult Education programme.
- The government should provide enough budgets which will enhance paying honoraria to the facilitators so as to improve delivery of adult education in the council.
- The government should also provide transportation facilities to the Adult Education Officers in order to enhance follow-up.

- In order to reduce poverty , illiteracy and diseases ,adult Education should be an important agenda in the district

Table 3.13: Key performance Indicators of Adult Education and training

Indicator	Measurement unit	2005	2009	2013 Target
Number of adult Education centres- private	No	-	655	5200
Number of adult Education centres- public	No	76	123	158
Enrolment - male	No	2004	726	8523
Enrolment - female	No	1191	1203	10240

### Strategic Issues in the Area of Education in the District

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
1.	Access	Pre-Primary: <ul style="list-style-type: none"> <li>• Inadequate trained teachers</li> <li>• Lack/shortage of classrooms</li> </ul> Primary Education <ul style="list-style-type: none"> <li>• Shortage of classrooms</li> <li>• Cultural norms</li> </ul> Secondary Education <ul style="list-style-type: none"> <li>• Shortage of trained teachers</li> <li>• Shortage of classrooms</li> <li>• Lack of dormitories</li> <li>• Cultural norms</li> </ul> Adult Education <ul style="list-style-type: none"> <li>• Lack of trained facilitators</li> <li>• Lack of classrooms</li> </ul> Vocation training <ul style="list-style-type: none"> <li>• Lack of trained teachers</li> <li>• Lack of classrooms</li> </ul>
2.	Quality	Pre-Primary: <ul style="list-style-type: none"> <li>• Frequent curriculum changes</li> <li>• Lack of text books</li> <li>• Qualified teachers</li> <li>• Motivated teachers</li> </ul> Primary Education <ul style="list-style-type: none"> <li>• Well equipped libraries</li> <li>• Lack of text books</li> <li>• Shortage teachers</li> <li>• Motivated teachers</li> <li>• frequent curriculum changes</li> </ul> Secondary Education <ul style="list-style-type: none"> <li>• Lack of text books</li> <li>• qualified teachers</li> <li>• Motivated teachers</li> <li>• Well equipped libraries</li> <li>• frequent curriculum changes</li> <li>• Inefficient school inspection</li> </ul> Adult Education <ul style="list-style-type: none"> <li>• Lack of textbooks</li> <li>• trained facilitators</li> <li>• Motivation</li> </ul>
3.	Management efficiency	Vocation training <ul style="list-style-type: none"> <li>• shortage of learning equipments</li> <li>• Shortage of text books</li> </ul>

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
		<ul style="list-style-type: none"> <li>• shortage of well trained teachers</li> <li>• Inefficient school committees/school boards</li> <li>• Lack of orientation</li> <li>• shortage of means of transportation</li> <li>• shortage of monitoring resources</li> <li>• Poor management skills</li> <li>• Poor education management and information system</li> </ul>
4.	Equality	<ul style="list-style-type: none"> <li>• Lack of infrastructure and facilities for special education (needs).</li> <li>• cultural norms</li> <li>• Lack of sports and games facilities</li> </ul>
5.	Cross-cutting issue	<p>Environment</p> <ul style="list-style-type: none"> <li>• Absence of environment school clubs</li> <li>• School greening programmes</li> <li>• School boundaries</li> </ul> <p>Gender equality</p> <ul style="list-style-type: none"> <li>• Gender imbalance in schools</li> <li>• Un-awareness of gender issues among school/community</li> </ul> <p>Competition</p> <ul style="list-style-type: none"> <li>• Ant corruption clubs in schools</li> <li>• Education training on good governance</li> </ul>
6.	Sport and games	<ul style="list-style-type: none"> <li>• Professional school teachers of sports and games</li> <li>• Game and sports facilities</li> <li>• School games and sports competition (inter competition)</li> <li>• Registered game and sports clubs</li> </ul>

### 3.3.2. SECONDARY EDUCATION

#### Achievements:

Secondary Education in Lindi District Council has made several achievements for the period 2011-2016

- There is increase in the number staff houses, in 2011 there were 68 houses while in 2015 there are 87 staff house. This makes increase of staff houses by 22%
- National Examination Performance has increased from 37% in 2011 to 76.6% in 2014
- Teacher's attrition rate has reduced from 30% to 5%
- Book – student ratio has improved from 1:7 to 1:3 There is increase in the number of laboratories in government Secondary schools in 2011 there were 06 laboratories. In 2015 there was an increase to 35 laboratories in Secondary schools.
- Classrooms in Secondary schools increased from 156 classrooms in 2011 to 174 classrooms in 2015
- The number of student who were elected to join A - level studies increased from 0.4% in 2011 to 35% in 2015.
- The district council employed 204 Secondary school teachers from 2011 to 2015
- In 2015, 10 Secondary schools were able to do actual practical in relation to 8 Secondary schools which did in 2011.

## Challenges

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

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

## Strategies to overcome challenges

- To educate the community through meetings to involve in education activities
- The community, council and central government should play part to complete the projects
- To convince and persuade the community through meetings to stop early pregnancies
- The government should employ science teachers

Table 3.11: Key performance indicators of Secondary education delivery in the Council

Indicator	Meas. Unit	2015	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021 Target
Number of schools – private	No	4	-	5	-	-	6
Number of schools – public	No	23	-	-	24	-	28
Number of classrooms-private	No	38	40	42	43	45	46
Number of classrooms-public	No	174	180	185	195	200	202
Enrolment – Boys	No	2,403	3000	3400	3800	4200	4600
Enrolment-Girls	No	1,989	2200	2500	2800	3000	3200
Enrolment rate (enrolled/potential)	%	992	80	86	91	96	100%
Dropout rate –general	%	0.11	0.1	0.09	0.05	0.02	0%
Dropout rate-pregnancies	%	0.0042	0.004	0.0038	0.002	0.001	0%
Truancy rate	%	0.02%	0.01%	0.009%	0.006%	0.0010.02%	0%
Pass rate (form IV)	%	76.6%	78%	80%	86%	90%	100%
Pass rate as % of qualified to join high school education	%	12.6%	20%	30%	50%	70%	80%
Teacher pupil ratio (Science Subjects)	Ratio	1:92	1:80	1:60	1:50	1:40	1:35
Classroom student ratio	Ratio	1:45	1:44	1:43	1:42	1:41	1:40
School desks student ratio	Ratio	1:2	1:2	1:2	1:2	1:2	1:1
Book pupil ratio	Ratio	1:3	1:3	1:3	1:2	1:2	1:1
Toilet pupil ratio	Ratio	1:39	1:35	1:30	1:28	1:25	1:20
Teacher quarter ratio	Ratio	1:3	-	1.2	-	-	1:1

## Opportunities open to secondary Education

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

### 3.4 Works

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

- Building regulation in construction industry
- Building laws.

The overall objective or goal of the department

- Ensure governments buildings are constructed in according to engineering ethics laws and regulation.
- Increasing the number of buildings of governments improved in villages, wards and in district level.
- To improve bus stand in high quality to economical growth of revenue collection.

The main functions of the department

- Enhancement in coordination to other departments in implementation of buildings projects.
- Monitoring ,inspection and supervisions of all works concerning construction
- Supervisions in quantity and quality works.

Table 3.27: Key performance indicators on the works in the council as at 2005 and 2010.

Indicator	Measurement unit	2016	2017	2018	2019	2020	2021
Bus stand constructed	No	0	1	1	1	1	1
Classrooms constructed	No	5	5	5	5	5	5
Dispensaries constructed	No	7	7	7	7	7	7
Health centre Improved	No	0	1	1	1	1	1
Staff houses constructed in secondary school	No	2	2	2	2	2	2
Staff houses constructed in primary school	No	2	2	2	2	2	2

The Works department in LDC needs the following improvements:

- To have adequate staffs in civil engineering technician and Engineers
- To have supervision car.
- To have now and then trainings on various issues in civil works

### 3.5 Agricultural Development

The main functions of agriculture and livestock department:

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

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

- Agricultural policy of 1997 which proposes the:-
  - Liberalization of agricultural markets and removal of state monopolies in the export and import of agricultural goods and produce.

- Clear definition of the roles of Government and the private sector in the production and provision of support services.
  - Government responsibility for industry regulation through commodity boards; and
  - Emphasis on food security at the national and household levels as opposed to national food self sufficiency.
- (ii) The Cooperative Development Policy of 1997 that intends to:
- Provide a framework for the restructured cooperatives to operate on the basis of independent, voluntary and economically viable principles; and
  - Ensure cooperatives are member-controlled private organizations, which respect the principles of good management.
- (iii) The Local Government Reform Programme of 1998 aims to improve delivery of quality services to the public. The main strategy is decentralization, which is being implemented through the Local Government Reform Programme (LGRP). The move from centrally planned agriculture to locally planned agriculture is one of the key strategic pillars of ASDP. The effective decentralizations of Government and the reform of Local Government will be part of the foundations of change in the sector. The reform programme will include the following transformations.
- Devolution of roles and authority by the Central Government by transferring political, financial and development planning authority to LGAs.
  - LGAs are free to make policy and operational decisions consistent with the laws of the land and Government policies, without interference by the Central Government institutions;
  - LGAs are responsible for efficient and effective delivery of social and economic services to the people.
  - LGAs are responsible for facilitation of the participation of the populations in deciding on matters affecting their lives, planning and executing their development programmes and fostering partnerships with civic groups;
  - The role of the Central Government institutions, including sector ministries, is

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

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

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

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



- Main types of agricultural activities available in the District Council include:-
  - Construction of irrigation facilities and improvement of rice production in the lowland valleys.
  - Construction of market and storage facilities.
  - Community Quality Declared Seed production.
  - Establishment of Farmer Field Schools and demonstration plots of various crops units.
  - Management of cashew and horticultural nurseries and fields.
  - Improvement of extension service delivery by provision of extension gears, transport facilities and construction of resource centres
  - Training of farmers and on improved cash and food crops production.
  - Training of extension staff on various aspects – M & E training, planning and budgeting etc.
  - Retooling of department office.

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

Table 3.17: Achievements in Agriculture and Livestock Development

SECTOR	SUB-PROJECT	SITUATION IN 2011	CURRENT SITUATION 2016
AGRICULTURE	Sesame production	1,009 tones	5,800 tones (2016)
	Irrigation	1 village	3 villages
	Use of power tillers	5	112 power tillers
	Construction of storage facilities through DADPs	0	7 facilities
	Use of tractors	3	29
	Construction of market facilities through DADPs	0	9 facilities
	Ox driven Plough	2	45
	Oxen	2	61 pairs

Other achievements:-

- Increased use of improved technologies by farmers especially recommended spacing, improved seeds and use of fertilizer.
- For instance in year 2010/11, improved seeds distributed to farmers included 984,580 cassava cuttings, sorghum seeds Marcia variety 7,080 kgs and pato variety 10,000 kgs, Sesame seeds 3,300 tonnes
- Community seed production has facilitated availability of improved seeds to farmers at reasonable price and on time.
- Increased use of agriculture inputs such as sulphur for cashew crops, herbicides and fertilizers

Table 3.18 presents the key performance indicators on the agriculture and livestock sector in the council as at 2005 and 2009.

Challenges encountered:

- Insufficiencies of extension gears and transport facilities
- Lack of 77 village agriculture extension officers.
- Lack of funds from government and LGAS.
- Un timely distribution of agriculture inputs such as sulphur for cashew crops, and other agricultural improved seeds and fertilizers

Strategies to address challenges:

- To support extension officers with 40 motorcycles
- To employ 77 agriculture staffs
- To organise AMCOS to purchase and distribute improved seeds and other inputs

Table 3.18. Key performance indicators on the agriculture sector in the Council as at 2016/2017 to 2020/2021

Indicator	Measurement Unit	2015	2016	2017	2018	2019	2020	2021 Target
Total arable Land	Ha	663928	663928	663928	663928	663928	663928	663928
Arable Land in use for agriculture	Ha	557700	557700	557700	557700	557700	557700	557700
Irrigated area	Ha	2640	2855	3500	3800	4300	4900	5491
Farmers	No.	85000	88000	91000	94000	97000	100000	103000
Extension Officers	No.	69	80	90	125	130	135	141
Utilization of fertilizer	bags	10400	11000	12000	13000	14000	15000	16000
Tractors	No	29	29	35	40	45	50	66
Power tiller	No	100	100	100	100	100	100	100
Maize Production	tones	20726	21299	23000	25000	27000	29000	31000
Cashew Production	tones	8800	4200	12600	15000	18000	21000	25000
Sesame production	tones	3416	5800	6600	7000	7500	8000	9000
Cassava production	tones	17480	18171	26000	28000	30000	31000	32000
Sorghum	tones	7950	8397	10000	12000	14000	16000	18000
Up Land Paddy production	tones	1200	1500	1800	2100	2400	2700	3000

Suggestions for improving the Agriculture and Livestock sector in LDC:

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

### 3.6 LIVESTOCK AND FISHERIES

Main achievements of livestock and fisheries sectors for the past five years

- Milk production increased by 66 percent corresponding to approximately 1,219,710 litres annual milk production leading to estimated annual income from milk of shilling 1,829,564,625 during the 2016/2017 fiscal year in the District.

- Meat production increased by 66 percent making annual meat production of approximately 89,350 kg contributing Tsh. 622,460,000 annual income during the 2016/2017 fiscal year
- Eggs production increased by 66 percent corresponding to approximately 2,422,243 eggs annual production and Tsh.1, 017,342,060 annual income from eggs during the 2016/2017 fiscal year.
- Fisheries licenses collected increased by 95 percent equivalent to 672 total annual fisheries licenses during the year 2016/2017.

#### Major functions of livestock and fisheries department

- Promote and capacitate public/private investments for improvement of livestock and fisheries value chain productivity and efficiency (production, marketing, and processing)
- Promote sustainable use of land, natural water bodies, pastures and rangeland
- Plan and implement livestock diseases control strategies and safeguard public health
- Improve livestock and fisheries support services through training, information, extension services, capacity building, farmers and fisher folks empowerment and related infrastructure,

#### Livestock and Fisheries Policies

##### Livestock Policy:

##### Livestock policy emphasizes on:

- Improvement of available rangelands and establishment of pastures in demarcated rangelands
- Rehabilitation of existing dips and construction of new ones
- Preparation of national strategies for livestock keepers education on environment in order to protect it
- Improvement of local breeds of cattle by introduction of improved bulls in order to better their germ plasma.
- Establishment of a market system which will benefit livestock keepers
- Improvement of animal health status through regular vaccinations and tick control.

##### Fisheries Policy

- Ensure effective management and sustainability of fisheries resources and aquatic environment
- Provide quality extension services that meets the needs of fisher-folks, aqua-farmers and other stakeholders
- Promote investment in deep sea waters
- Promote sustainable aquaculture
- Promote investment in fisheries and aquaculture infrastructure and facilities for production, processing and marketing
- Develop human resource and promote fisheries/aqua – farmer groups and association for fisheries sector.

#### Challenges

- Improper arrangement to allocated land and give ownership of grazing areas according to traditional or legal procedures
- Budget constraints to survey and provide with permanent marks/beacons the grazing lands allocated by village authorities
- Low genetic potential of the indigenous livestock coupled by limited supply of improved livestock culminating to poor production and productivity of livestock industry
- Almost poor or no value addition in livestock and fisheries value chain characterized by lack of grading, lack of fattening, inadequate infrastructure for processing and unhygienic handling of livestock and fisheries products.
- Fragmented livestock and fisheries marketing structure in the value chain leading to uncontrolled revenue collection from these sectors.
- Inadequate farmers' and fisher folks' knowledge and skills leading to limited development of livestock and fisheries industry
- Poor fishing facilities to support sustainable exploitation of marine and freshwater natural resources
- Inadequate finance and low level of private investments hence stunted livestock sector in the district

- Prevalence of livestock diseases including rabies, tick borne diseases and trans-boundary animal diseases

#### Strategies

- Improved livestock value chain productivity and efficiency, i.e. production, marketing and processing)
- Improved fisheries value chain productivity and efficiency, i.e. production, marketing and processing)
- Sustainable use of land, water, pastures and range lands
- Adequate, efficient and reliable extension services support to livestock farmers, fisher folks and aquaculture farmers improved
- Ensure effective management and sustainability of fisheries resources and aquatic environment
- Control of livestock diseases and ensure public health
- Ensure a state of preparedness to control recurrence of diseases outbreaks livestock

#### Key Performance indicators

Key performance indicator	Measurement Unit	2016	2017	2018	2019	2020	2021 Target
Total area apportioned for livestock activities	Acre	22,670	22,670	22,670	22,782	22,890	23,000
Total communal pastoral grazing land area demarked with permanent beacons	Acre	0	0	0	6,500	7,500	8,000
Number of livestock infrastructures constructed	Number of infrastructures	5	5	5	10	15	20
Number of eggs produced per annum	Number of eggs	1,937,794	2,422,243	2,543,355	2,670,523	2,804,049	2,944,252
Volume of milk produced per annum	Litres of milk	975,768	1,219,710	1,280,696	1,344,730	1,411,967	1,482,565
Meat production per annum	Kilograms of meat	71,480	89,350	93,818	98,508	103,434	108,605
Number of farmers accessed with improved livestock extension services	Number farmers	2,320	2,900	3,016	3,137	3,262	3,393
Prevalence of tick borne disease in cattle	78	70	55	40	20	15	10
Mortality of Newcastle disease	90	82	80	60	40	20	15
Prevalence of Brucellosis	8	6	5	4	3	2	1
Number of fish folks accessed with improved fisheries extension services	Number of fish folks	350	438	456	474	493	512
Number of annual fisheries licenses collected	Number of fisheries licenses	336	672	699	727	756	796

### 3.7 Water Resources Management

Since Lindi District Council is dominated by the rural population; most of the efforts in supplying water are concentrated in the rural areas through the provision of shallow wells, bore holes and rain water harvesting systems. The main sources of water for the rural population in Lindi District Council are bore holes, shallow wells, rain water harvesting systems and springs.

The district has 98 boreholes, 122 shallow wells, 2 gravity schemes, 50 rain water harvesting systems and 16 pumped piped schemes. Water supply is one of the major component of improving hygiene and sanitation of the communities.

The District had by 2012, a population of 194,143 in a total of 140 registered villages. Based on the National Water Policy (NAWAPO), the number of people served with clean water in the district Council at present is 56.5%. Out of the existing 140 villages, 45 villages have no access to clean and safe water.

The main functions for the water resources management to the Council are to:

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

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

No.	Legal/Policy/Programme	Implication for LDC Strategic Plan
1.	Water law of March, 2009	<ul style="list-style-type: none"> <li>- Establishment of water user entities(WUA, WUG)</li> <li>- Water rights</li> <li>- Functions of different stakeholders</li> </ul>
2.	National Water Policy (NAWAPO) 2002	<ul style="list-style-type: none"> <li>- Water resources management</li> <li>- Community ownership management or water project</li> <li>- Private sector's participation</li> </ul>
3.	Water sector development programme	<ul style="list-style-type: none"> <li>- Urban water supply and sanitation sub programme</li> <li>- Rural water supply and sanitation sub programme</li> </ul>

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

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

- A total number of 122 shallow-wells are operating
- A total number of 98 bore-holes are operating
- The two gravity water schemes are operating

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

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

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

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

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

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

Key performance indicators on the water resources management sector in the Council as at 2017 and 2021

Indicator	Meas.Unit	2017	2018	2019	2020	2021 Target
% of population accessing clean and safe water	%	56.5	60	65	75	85
Daily demand for drinking water	m <sup>3</sup>	5,000	5,030	5,061	5,092	5,122
Daily supply of Drinking water	m <sup>3</sup>	2,826	3,019	3,290	3,819	4,354
Water sources- rivers	m <sup>3</sup>	62.5	70	75	80	85
Water sources- Boreholes	m <sup>3</sup>	170	272	281	298	315
Water sources- Shallow well	m <sup>3</sup>	438	701	723	767	810
Water sources- Rain water harvesting	m <sup>3</sup>	1,500	2,000	2,500	3,000	4,000
Water Distribution network	km	67	80	85	90	95

#### Strategic Issues in the Water Resources Management

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

Currently, the District has a total number of 288 water schemes in operation. All schemes accounted for 56.5 percent of water supply coverage. Distribution of Water Supplies and Population Served by type of Water Source is shown in table 29.

Water Source	Number Schemes	Total Population	Population Served	Percent Coverage
Shallow wells	122	194,143	30,500	15.7
Boreholes fitted with hand pumps	98	194,143	24,500	12.6
Boreholes fitted with motorized pumps	16	194,143	39,250	20.2
Gravity schemes	2	194,143	11,500	5.9
Rain water harvesting schemes	50	194,143	4,000	2.1
Total	288	194,143	109,750	56.5

Source: Lindi District Council Water Supply Department, Annual Report, 2017

### 3.8 Natural Resources and the Environment

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

Table 3.24: National Laws, Policies and Programme

No.	Legal/Policy/Programme	Implication for LDC Strategic Plan
1.	<ul style="list-style-type: none"> <li>- National Fisheries Policy, 1997</li> <li>- Fisheries Act No.22 of 2003</li> <li>- Fisheries Regulation, 2009</li> </ul>	<ul style="list-style-type: none"> <li>- Control illegal fishing practices and processing methods.</li> <li>- Promote sustainable utilization of fisheries resources</li> <li>- Development of fishery industry</li> </ul>
2.	<ul style="list-style-type: none"> <li>- National Forest Policy, 1998</li> <li>- Forest Act, No.... of 2002</li> <li>- Forest Regulations, 2</li> </ul>	<ul style="list-style-type: none"> <li>- Forest management &amp; conservation</li> <li>- Sustainable harvest of forests resources</li> </ul>
3.	<ul style="list-style-type: none"> <li>- National Environmental Policy, 1997</li> <li>- Environmental Management Act, 2004</li> </ul>	<ul style="list-style-type: none"> <li>- Collective protection and conservation of environments</li> <li>- Ensure sustainable development</li> </ul>
4.	<ul style="list-style-type: none"> <li>- National Land Policy 1995</li> <li>- Land Act, No 4 of 1999</li> <li>- Land Regulations</li> <li>- Town Planning Act, of 2007</li> <li>- Land use Planning Act of 2007</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure every Tanzanian can access and occupy land</li> <li>- Control land allocation and utilization</li> <li>- Protect individuals rights of occupancy</li> <li>- Sustainable development of spatial plans.</li> </ul>
5.	<ul style="list-style-type: none"> <li>- National Wildlife Policy</li> <li>- Wildlife Act, No....</li> <li>- Wildlife Regulations</li> </ul>	-
6.	<ul style="list-style-type: none"> <li>- National Beekeeping Policy of 1998</li> </ul>	<ul style="list-style-type: none"> <li>- Promote beekeeping industry</li> </ul>

Table 3.25 Strategic SWOCs

Strength	Opportunity
<ul style="list-style-type: none"> <li>• Qualified staff</li> <li>• Functioning legal committees</li> <li>• Presence of by-laws</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of land for residential and investment</li> <li>• Good ocean beaches</li> <li>• Forest resources</li> </ul>
Weakness	Challenges
<ul style="list-style-type: none"> <li>• Inadequate staff</li> <li>• Shortage of working equipments</li> </ul>	<ul style="list-style-type: none"> <li>• HIV/AIDS</li> <li>• Environmental degradation</li> </ul>

<ul style="list-style-type: none"> <li>• Low level of knowledge in land Act among the residents</li> <li>• Few surveyed plots/areas for needy residents and other uses</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Squatter development</li> <li>• Un planned settlement in urban area</li> <li>• Cultural beliefs on customary land tenure in town</li> </ul>
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Table 3.26: Strategic Issues in Natural Resources and the Environment

NO.	STRATEGIC ISSUES	UNDERRRLYING CAUSED/OPPORTUNITY
1.	Proliferation informal settlements	<ul style="list-style-type: none"> <li>• Lack of proper land use plans</li> <li>• Lack of surveyed proper land development</li> <li>• Lack of awareness on proper land development</li> </ul>
2.	Illegal fishing activities	<ul style="list-style-type: none"> <li>• Poor fishing activities</li> <li>• Lack of knowledge on sustainable resource management</li> </ul>
3.	Continuous draught of water sources	<ul style="list-style-type: none"> <li>• Cutting trees on water source</li> <li>• Human activities on water sources (e.g. Agric, livestock keeping)</li> </ul>
4.	Environmental degradation	<ul style="list-style-type: none"> <li>• Shifting cultivation</li> <li>• Charcoal and timber production</li> <li>• Lack of proper land use plans</li> </ul>
5.	Poor agriculture produce	<ul style="list-style-type: none"> <li>• Lack of agriculture inputs and tools</li> <li>• Shortage of agriculture extension officers</li> </ul>
6.	Human wildlife conflicts	<ul style="list-style-type: none"> <li>• Location of villages along wildlife migration routes</li> <li>• Villages being adjacent to schemes games reserves.</li> </ul>
7.	Low production of Beekeeping produces	<ul style="list-style-type: none"> <li>• Lack of awareness to community on potentiality of beekeeping as income generating activity</li> </ul>

### 3.9 Cooperatives and Marketing

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

- Cooperative societies Act No. 6 Of 2013
- Cooperative Development policy 2004
- Cooperative societies rules 2015
- Cooperative laws and regulations
- The cooperative reform and modernization programme (CRMP)

The overall objective or goal of the department

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

The main functions of the department

- Enhancement of formation of cooperatives
- Facilitate registration process
- Inspection of cooperative societies
- Offer advisory services



- To perform extension works
- To conduct training among cooperative societies staffs, Board members and members how to run cooperative societies.

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

Indicator	Measurement unit	2016	2017	2018	2019	2020	2021
Primary cooperative societies registered	No	23	25	26	27	28	29
Agricultural marketing cooperative societies – registered	No	23	24	25	26	27	28
Saving and credit cooperative societies – registered	No	24	25	25	26	26	26
Active membership in societies	No	5830	6075	6248	6535	6610	6800
% of societies with clean (Audited) financial statements	%	58	60	63	65	70	75
% of societies with surplus income	%	5	7	8	18	28	35
Total establishment for cooperative officers at the council	No	7	5	7	8	8	9
% of the establishment for cooperative officer filled	%	105	88	80	100	100	100

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

- To have adequate extension staffs to visit cooperative societies
- To have reliable transport to enable cooperative officers to visit societies.
- To have now and then trainings on various issues pertain cooperatives issues .
- To provide key statistical data

### 3.10 Community Development

Main functions of Community Development department are;

- Awareness creation to the local communities
- Project formulation and strengthened.
- Promotion and Establishment of small and medium Industries.
- Provision of short term loans to economic groups and entrepreneurship skills to the communities.
- Capacity Building on Entrepreneurships skills and related issues.
- Provision of HIV/AIDS & Gender related issues, knowledge and education to the local communities.
- Productive Social Security safety Net. (PSNN)

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

Table 3.28: National Laws, Policies and Programme

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

Current CD Programs include:

LDC implements the Programs like:

- i. TASAF – (Tanzania Social Action Fund) for running different development projects.
- ii. HIV/AIDS program – (implemented by own source) this program run different projects concerning HIV/AIDS. There are Home Based Care Projects. Medicines are provided for the people living with HIV/AIDS. It provides food (Nutritious Flower) to the beneficiaries.
- iii. Programs for special group development. This is about Children, Disabled, Elderly and Women and Youth Economic empowerment.
- iv. Provides Loans to Women and Youth for the purpose of initiating income generating activities.
- v. MVC Project (Most Vulnerable Children). LDC provides education about Children rights, to education, food security, good shelter right to protection against all forms of abuse and discrimination
- vi. Under five registration birth certificate.
- vii. Nutrition program.
- viii. To promote National Industrial Economy

In implementing the policies, LDC established the mentioned programs for the purpose of bringing development in the community. The programs are like TASAF where many activities are implemented like Providing transfers to the poor and vulnerable, Support to community driven intervention which enhance livelihood and increase income through community and savings and investment, Targeted infrastructure development in economic and health to enable service poor communities to realize the objectives of safety net and Capacity building to ensure adequate program implementation by community, local Government authorities, regional and national level.

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

- i. The main types of Community Development activities being implemented by LDC are TASAF projects the activities implemented like Providing transfers to the poor and vulnerable, Support to community driven intervention which enhance livelihood and increase income through community and savings and investment, Targeted infrastructure development in economic and health to enable service poor communities to realize the objectives of safety net and Capacity building to ensure adequate program implementation by community, local Government authorities, regional and national level. Moreover, Community Economic Empowerment, Women and Youth

Empowerment, HIV/AIDS whereby it has been implemented by Own source Fund as well as provision of loans to economic groups for project development.

The main achievements attained for the past five years related to Community Development Department are:-

- ii. Continuity of TASAF activities.
- iii. Increase the number formed and registered Women and Youth Economic groups from 200 to 414
- iv. Increasing the number of IGA Groups from gets soft loan, from 70 groups in 2010 to 455 groups up to 2016.
- v. Improvement of awareness of formed and registered Community Economic groups.
- vi. Adequate Funds as 10% of own source for Women and Youth.
- vii. Increase the number of Financial Institution facilitated for Economic groups loans provision from 1 to 4 establishment of VICOBA, CBO's groups, Number of NGOs Increased.

Table 3.29: Key performance indicators on the community development sector in the Council as at 2017 and 2021

Indicators	Measurement unit	2016	2017	2018	2019	2020	2021
No of community development officers at the council	No.	15	22	57	57	65	65
No of registered women groups	No.	414	614	814	1014	1214	1414
No of registered economic groups	No.	414	614	814	1014	1214	1414
10% of Own Source contributed by Council.	Tshs	115,917,700.	207,156,264				
No. of Group Benefited with Loan	No	82	90	180	270	360	420
No. of SACCOS formed	No.	1	2	3	5	7	9
No. of VICOBA formed	No.	128	268	408	548	688	828
No. of Small and Medium Industries formed.	No.	31	35	40	45	50	55
No. MVCC formed	No.	31	31				
No. Under five birth Certificate registered	No.	0	24423				
No. Economic Empowerment Desks Straightened	No.	0	31				
No.of poor house hold benefited to PSSN programme	NO.	8947	8947				
No. of IGA groups attends entrepreneurship skills, record keeping and managerial skills	NO.	82	122	162	202	242	282

Table 3.30: COMMUNITY DEVELOPMENT - Strategic SWOCs

Strength	Opportunity
<ul style="list-style-type: none"> <li>• Community Participation in development activities</li> <li>• Availability of stakeholders</li> <li>• Qualified Staff</li> <li>• Availability of Women and youth groups</li> <li>• PSSN program reached 8046 Households who receive Conditional Cash Transfers.</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of NGO's for rural support</li> <li>• Arable land</li> <li>• Number of staffs provided</li> <li>• Number of Economic Women and Youth groups provide</li> <li>• Number of households receiving Conditional cash transfer.</li> <li>• Availability of stakeholders and Development Partners</li> </ul>
Weakness	Challenges
<ul style="list-style-type: none"> <li>• No proper system of reporting for NGO's <ul style="list-style-type: none"> <li>• Inadequate number off qualified staff</li> <li>• Un unrealistic Budget</li> <li>• Inadequate working facility</li> <li>• Low community awareness on gender</li> <li>• Poor operation for income generating activity.</li> <li>• Stigma among community members</li> <li>• Unreliable data for loan issues</li> <li>• Improper data management.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• HIV/AIDS</li> <li>• Unstable IGA groups.</li> <li>• Poverty among community members.</li> <li>• Lack of Community willingness in project participation.</li> <li>• Political interference.</li> </ul>

Suggestions in how Community Development sector can be improved

- Increase ceiling of Community Development department budget.
- Provision of refresher courses to community development workers
- Provide means of transport like Motorcycles and vehicles
- Improve the working environment in order to motivate workers
- Improve cooperation with other departments and NGO's
- To recruit enough Qualified staff
- Establish departmental account in order to speed up services for decision making.

Table 3.31. Strategic Issues in Community Development

NO.	STRATEGIC ISSUES (OUTCOME – ORIENTATON	UNDERRLYING CAUSED/OPPORTUNITY
1.	Poor Community Initiatives in community Development projects	<ul style="list-style-type: none"> <li>- Lack of knowledge on the importance of participating in the development project</li> <li>- Top down planning of development projects</li> <li>- Politics</li> <li>- Project outsources ie using contracts</li> </ul>
2.	Harmful practice of traditions and cultural norms	<ul style="list-style-type: none"> <li>- Low income among the member of the family</li> <li>- Lack of community awareness on the prevalence and operationalization of harmful practices</li> </ul>
3.	In sustainability of community development groups	<ul style="list-style-type: none"> <li>- Misuse of funds provided from the council</li> <li>- Politics</li> <li>- Lack of entrepreneurship skills</li> <li>- Lack of basis and guide on the formation of economic groups</li> </ul>

NO.	STRATEGIC ISSUES (OUTCOME – ORIENTATON	UNDERRLYING CAUSED/OPPORTUNITY
4.	HIV – Positive people not ready to disclose their status	<ul style="list-style-type: none"> <li>- Community stigma and discrimination</li> <li>- Inadequate Support given to PLHA</li> <li>- Self stigma</li> </ul>
5.	Increase of HIV/AIDS infection	<ul style="list-style-type: none"> <li>- Low community awareness on HIV/AIDS</li> <li>- Human behaviour</li> <li>- Low income among the members of the community</li> </ul>
7.	Existence of child labour and child abuse among the community members	<ul style="list-style-type: none"> <li>- Poverty among Community members.</li> </ul>
8.	Poor living condition of elders to the community	<ul style="list-style-type: none"> <li>- Lack of community awareness on the rights of elders</li> <li>- Inadequate of support to elders</li> </ul>
9.	Poor living condition among orphans, widows and disabled in the community	<ul style="list-style-type: none"> <li>- Lack of reorganization of orphans, widows and disabled in the community</li> <li>- Poor support to vulnerable groups</li> <li>- Existence of HIV/AIDS in the community</li> </ul>
9	Lack of Small and medium Industries in place.	<ul style="list-style-type: none"> <li>- Low community awareness of Industrial economy in community level.</li> <li>- Lack of commitment between Community.</li> </ul>

### 3.7.1 Community Development, Social welfare and Youth

The Community Development, Social Welfare and Youth department has a role of enabling communities to develop themselves by mobilizing their efforts into the self-help projects for the purpose of eradicating poverty and building the self-governing nation. By using available resources the community problems will be unearthed through capacity building. The department has the responsibility of collecting information/data useful to the council, sensitization, use of improved technology, building a self-help among community members, provision of credit to women and youth economic groups, conducting small entrepreneurship training, village level planning, lobbying and advocacy to vulnerable groups (disabled, most vulnerable children, People living with HIV and AIDS and elders) and ensure equal distribution of resources to both men and women (gender issues) in relation of building the national with Industrial economy.

The department functions through its eight main sections of Research-Statistics and Planning, National Programmes (TASAF), Gender ,Women and Children, Community Economic Empowerment, Nutrition unit, Community Health Fund unit, Social Welfare, HIV/AIDS and Community Development at Ward Level. However, currently the community functions constrained with limited number of Community development staff such that the existing manpower are overloaded with the existing district's responsibilities. The department has only 15 employees 8 are males and 7 are females. Out of that 13 are centred at the District Headquarter and 2 are at the ward level, a total of 29 wards have no Community Development officers. In addition inadequate working facilities (transport), limited fund, Low women

participation in planning process and Low pace of community contribution in development projects impair performance of the department and the council at large. There is need of addressing these issues so as to foster community development Initiatives in the district.

Community Development, Social Welfare and Youth

s/n	Strategic Objective	Key Targets	Strategies
1	Service Improved and HIV/AIDS Infections reduced.	<ul style="list-style-type: none"> <li>• Provision of basic support to most vulnerable groups mitigated by the year 2021.</li> <li>• Number of Community members who attend VCT from 30% to 50% by the year 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• To facilitate 41 PLWHA groups on small grants for strengthening sub project by the 2021.</li> <li>• Reduce Stigma, denial and discrimination to PLWHA by the year 2021.</li> <li>• To make promotion and expansion of HIV and AIDS testing and promote Voluntarily HIV testing and counseling services by the year 2021.</li> <li>• To facilitate quarterly 20 CMAC meetings by the year 2021.</li> <li>• To mobilize and sensitize community through , IEC materials, posters, leaflets, theatre arts and Community radio on the importance of HIV testing and counseling in 140 villages by the year 2021.</li> </ul>

Community Development, Social Welfare and Youth

s/n	Strategic Objective	Key Targets	Strategies
2	Access to social services improved, Gender and Community empowerment improved.	<p>Community Economic Empowerment strengthened to 141 villages by the year 2021.</p> <p>Women and Youth participation in Economic activities increased from 50% to 100% by the year 2021.</p> <p>Community participating in development projects increased from 50% to 100% by the year 2021.</p> <p>Gender and Community empowerment strengthened to 140 villages by the year 2021.</p> <p>National Commemoration enhanced by the year 2021.</p>	<ul style="list-style-type: none"> <li>• To Reform and refresh the Economic Empowerment Desks to 31 wards by the year 2021.</li> <li>• To conduct sensitized meetings on Economic Empowerment Desks duties and responsibilities to 31 wards by the year 2021.</li> <li>• To facilitate Community groups to 1414 formulate IGA groups and registration to villages 140 by the year 2021.</li> <li>• To facilitate formulation and registration of 9 SACCOS of Women and Youth and 828 VICOBA by the year 2021.</li> <li>• To provide soft loans to 9 Youth and Women SACCOS by the year 2021.</li> <li>• To ensure 100% of Contribution of provision of 10% to WDF , YDF and disabled development fund by the year 2021.</li> <li>• To facilitate Women, Youth and disabled to formulate and register of IGA groups from 1414 by the year 2021</li> <li>• To conduct training to 282 Women, Youth and disabled by the year 2021.</li> <li>• To establish linkage between IGA groups and financial institution on soft loans provision with low interest rate to 420 IGA groups by the year 2021.</li> <li>• To conduct supportive supervision visit to 420 IGA groups by the year 2021.</li> <li>• To make close supervision to Debtors on loans retirements to IGA groups by the year 2021.</li> <li>• To mobilize community to have moral support in participating in cash or in kind on economic projects to 140 villages.</li> <li>• To conduct training on O&amp;OD to increase community initiative on development projects to 140 villages.</li> <li>• To conduct orientation workshops on Gender issues mainstreaming to 140 Villages.</li> <li>• To facilitate the National Commemoration by the year 2021.</li> <li>• To conduct identification on MVGC in 140 villages.</li> <li>• To review child councils at 140 villages</li> </ul>

		<p>Community based Most Vulnerable Children Program developed and implemented by the year 2021.</p> <p>Social well being of Most Vulnerable Groups strengthened by the year 2021.</p> <p>Increase coverage of Under five Birth Registration in the council by the year 2021</p> <p>Increased coverage of adequately iodized salt from 23% in 2016 to above 90% by the year 2021</p> <p>Community participation increase in small and medium industries from 10% to 40% by the year 2021</p>	<p>on children rights by the year 2021.</p> <ul style="list-style-type: none"> <li>• To update of MVGC statistics, Widow and guardians and their needs in 140 villages by the year 2021.</li> <li>• To facilitate establish and registration of MVGC IGA groups to 140 villages by the year 2021.</li> <li>• To provide Relief assistance to 100 families and special cases to Most Vulnerable Groups by the year 2021.</li> <li>• To support 200 MVC on scholastic material by the year 2021.</li> <li>• To capacitate communities to recognize and provide support to affected families and Most Vulnerable families by the year 2021</li> <li>• To facilitate disabled to attend workshops ,seminars meeting and commemoration by the year 2021</li> <li>• To conduct awareness on important of Birth registration in 31 wards by 2021</li> <li>• To conduct training to salt producers on salt iodization techniques by the year 2021e iodinated</li> <li>• To conduct sensitization to the community on important of consuming adequate iodinated salt through community meeting in 140 villages by the year 2021</li> <li>• To creation awareness on community participation on industry economy</li> <li>• To introduce and strengthened small and medium industries to 140 villages</li> </ul>
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### 3.11 Administration and Personnel

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

#### Human Resources Management

1. Human Resource recruitment and selection.
2. Discipline Confirmation and Promotion of Employees
3. Performance management
4. Training and Development.
5. Employees remuneration
6. Terminal benefits
7. Employee's welfare.



8. Occupational health and safety.
9. Counselling
10. Labour mobility
11. Records keeping
12. Interpretation and implementation of schemes of Services
13. Human resource planning.

#### Administration

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

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

No.	Legal/Policy/Programme	Implication for LDC Strategic Plan
1.	Employment and labour relations Act No.6 of 2004	- Enhance/harmonize industrial relations in the work place (LDC)
	Labour institutions Act 7 of 2004	- Shaping employers behaviour conducted by observing the rules stipulated in the Act.
2.	Public service Act, 2002	- Shaping employers behavior conducted by observing the rules stipulated in the Act.
	Public service Regulations 2003	- Shaping employers behavior conducted by observing the rules stipulated in the Act.
	Public service scheme, 2003	- Shaping employers behavior conducted by observing the rules stipulated in the Act.
3.	Public service, scheme of service 2002	- Efficiency and effectiveness in task performance by outlining the required qualification to enter public service/holding a post.
4.	Standing orders for public service 1994	- Supervision and implementation of adherence to public services, workers right and accountability by observing the rules of the Act.
5.	Mwongozo kuhusu masuala ya ajira katika utumishi wa uuma 2004	- Improve efficiency in service delivery by having right people at the right place and time.
6.	Code of ethics and conduct for public service Jan 2005	- Shaping employee's behaviours and conduct perform to higher standards to achieve international results.
7	National employment policy 2008	- Improve performance and service delivery to the public transparency and accountability qualified staff
8	Public service reform programme	- Improve service delivery by adhering the principles of good governance, capacity building of LDC and facilitate development programs of the council
9	Local Government Reform Programme	- Employing a qualified accountable and a reasonable number of manpower for services delivery to the general public efficiently.

- The main achievements in the past five year, related to administration and personnel aspects in LDC:
  1. Increased number of qualified staff from 40% to 70% up to 2010.
  2. New performance Management system (OPRAS) has been introduced and implemented.
  3. A total number of 500 employees have been trained either short or long course.
  4. Improved of working Conditions/ Working environment.
  5. 26 out of 28 ward offices have been built and the other 2 are in the initial stage of construction.
  6. Purchases of office furniture and working equipment eg. Computers projectors, Photocopy machines, printers ACS Calculators etc.

7. Building and rehabilitation of employee's residential house.
8. Building and rehabilitation of Council's offices at the Headquarter.
9. Cooperation among employees /employees and councillors, councils and other stakeholders have been improved from 40% to 80%
10. Increased number of statutory meetings from 40% to 80%.

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

Indicator	Measurement Unit	2015	2016	2017	2018	2019	2020	2021 Target
Official staff establishment	No of staff	120	127	127	136	140	195	205
Total number of employed staff	No of staff	1782	144	1693	2820	2980	3200	3720
Community Development	No of staff	23	23	14	21	26	31	41
Administration and Personnel	No of staff	187	172	216	371	418	430	601
Education and Culture	No of staff	847	1063	1114	1317	1317	1350	1350
Health	No of staff	306	405	222	320	366	466	515
Water	No of staff	19	17	14	27	27	30	36
Finance		14	13	13	17	20	25	30
Works		14	14	13	26	26	26	30
Economy and Trade	No of staff	2	2	1	44	4	4	9
Natural Resource, Land and Environment	No of staff	13	7	7	13	19	26	31
Agriculture Livestock development and cooperative	No of staff	97	91	90	327	327	340	340
Units	No of staff							
(i) Internal Audit	No of staff	03	03	03	03	04	04	04
(ii) Solicitor	No of staff	02	03	02	03	03	04	04
Other – Please list	No of staff							

Table 3.34: Administration and Personnel - Strategic SWOCs

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

- The following were suggested to be done to improve administration of the Council and human resources management in LDC:
  - To provide knowledge of understanding rules, laws, regulations that guide them to work.
  - Creation of awareness' on HIV/AIDS through departmental meetings and other social gatherings.
  - Introduction of incentive and motivational schemes
  - Improving working Conditions.
  - Searching for new sources of revenues

- Sensitization on Community participation in decision making and project planning.
- Provocation of civic education to the community
- Provision of working tools.
- Expansion and improvement of records section
- Adoption of good and attractive human resource policies.
- Installation of Human Resource information system (HRIS)

Table 3.35: Administration and Personnel - Strategic Issues

NO.	STRATEGIC ISSUES	UNDERRLYING CAUSED/OPPORTUNITY
1.	Shortage of staff and high labour turnover	<ul style="list-style-type: none"> <li>- Non availability of staff in the labour market</li> <li>- Geographical location (poor infrastructure and social service)</li> <li>- Poor working environment/conditions (residential accommodation, office accommodation and working tools).</li> </ul>
2.	Lack of incentives and motivational schemes/policies	<ul style="list-style-type: none"> <li>- Lack of enough funds due to (budget ceiling, low revenue collection)</li> </ul>
3.	Poor records management	<ul style="list-style-type: none"> <li>- Limited space for records section</li> <li>- Lack of qualified records management personnel</li> <li>- Lack of computerized information system</li> </ul>
4.	Unqualified staff	<ul style="list-style-type: none"> <li>- Inadequate schemes of service</li> <li>- Limited funds for training</li> <li>- Untrainability of some staff</li> </ul>
5.	Poor employee performance	<ul style="list-style-type: none"> <li>- Unskilled labour</li> <li>- Inadequate commitment among staff</li> <li>- Lack of working tools and guidelines</li> <li>- Poor implementation of open performance appraisal system</li> <li>- Inadequate awareness of public service rules and regulations laws</li> <li>- Non adherence to public service and professional codes of ethics and conduct</li> </ul>
6.	HIV and epidemic diseases	<ul style="list-style-type: none"> <li>- High level of unsafe sexual inter</li> </ul>
7.	Poor good governance practices at the grass root	<ul style="list-style-type: none"> <li>- Lack of funds</li> <li>- Poor community participation</li> <li>- Lack of civic education among the community</li> <li>- Corruption</li> <li>- High illiteracy among community leaders and other stakeholders (wards, villages and sub villages)</li> </ul>
8.	Low workers participation in decision making	<ul style="list-style-type: none"> <li>- Lack of enough skills and knowledge among employees</li> <li>- Selfishness/dictatorship of some heads of departments</li> </ul>

### 3.12. Land Administration and Management

The main functions of Lands section of the council are:

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

#### 3.12.2 National Policy, Laws and Strategies:

No.	Policy/Laws/Strategy	Implication for LDC
1.	<ul style="list-style-type: none"> <li>• The national Land Policy 1995</li> <li>• The Land Act, 1999</li> <li>• The Village Land Act, 1999</li> <li>• The Urban Planning Act, 2007</li> <li>• The Land Use Planning Act, 2007</li> <li>• The Strategic Plan for Implementation of Land Laws (SPILL)</li> </ul>	<ul style="list-style-type: none"> <li>- Propose equal access to land to all Tanzanians</li> <li>- Ensure every individual right to acquire land</li> <li>- Ensure rights of village assembly to decide for their land</li> <li>- Ensure Urban land is planned and organized well to bring compatibility</li> <li>- Enhances the uses of land to comply proposed and approved plans</li> <li>- Outlines strategies and steps to be undertaken to implement land laws</li> </ul>

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

- Purchasing of 2 GPS as working facilities and being provided with 1 computer (desktop) from the Ministry of Land, Housing and Human Settlement Development.
- Preparation of 5 town planning Drawings and forward them to the Director of Human Settlements Division for approval.
- Solving Land conflicts in 32 Villages.
- Preparation of village land use plans in 39 villages out of 140 in the council
- Issuance of land titles including 560 Customary Certificate of Right of Occupancy, 256 Residential Licence and 58 Certificate of Right of Occupancy.

#### • 3.12.4 Key performance indicators on Lands section in the council at 2016 and 2021:

Indicators	Measurements Unit	2016	2017	2018	2019	2020	2021
No of land technocrats	No.						
No of approved T.P Drawings	No.	1	2	5	7	11	15
No of surveyed plots and farms	No.	120	350	500	1200	2000	2600
No of villages with surveyed boundaries	No.	105	108	116	124	132	140
No of villages	No.	62	65	67	70	73	75

with village land use plans							
No of people owning land with title deeds	No.	255	250	650	1100	1500	2000
No of working facilities and equipments in the land office	No.	3	5	8	10	12	15
Amount of cash collected by the land office	Tshs.	40,841,405/=	42,000,000/=	45,000,000/=	48,000,000/=	51,000,000/=	54,000,000/=

### 3.12.5 Land Administration and Management – Strategic SWOCs

<b>Strength</b>	<b>Opportunity</b>
<ul style="list-style-type: none"> <li>• Availability of potential land for settlements, commercial and investment purposes</li> <li>• Availability of personnel in the lands office</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of plots demands for different uses</li> <li>• Ability of any person to apply and own land</li> </ul>
<b>Weakness</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Rigidity of villagers to accept investors</li> <li>• Low financial capability of people to own land</li> <li>• Lack of awareness among the people to own land</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate budget of the Lands office</li> <li>• High cost for preparing plots</li> </ul>

### 3.12.6 Strategic Issues in the Lands sections:

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

### 3.13. Business and Trade

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

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

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

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

Main achievements in the past five years

1. Increase in revenue from tshs. 7300,000/= to 30,747,000/=
2. Increase in number of licences issued from 1116 to 1050.

Main challenges.

1. Deficiency of enough working tools like transport, fuel
2. Shortage of staff in trade and business section

Strategies.

1. Continuing to involve VEOS and WEOS in business licences inspection and sensitize business persons to obey business laws.
2. To insist the council provide trade section with Own source expenditure budget.

Key performance Indicators on business and Trade in the Council from 2016 to 2021

Indicator	Unit measure	2016/17	2017/18	2018/19	2019/20	2020/21
Total number of licences and Informal businesses						
1.Retail Shops	No.	550	660	680	700	710
2.Milling machines	No.	149	151	155	158	162
3.Buying agricultural products	No.	38	38	42	42	45
4.Timber	No.	19	19	22	22	24
5.Medical stores	No.	23	23	25	27	30
6.Petrol stations	No.	3	3	5	5	7
7.Guest houses	No.	22	22	23	23	25
8.Hardware and building materials	No.	20	23	25	25	30
9.Others	No.	30	30	35	35	40
Projected revenue from business and trade	Tshs.	28,000,000	35,552,000	36,500,000	36,900,000	38,000,000
Actual revenue from	Tshs.	30,747,000	35,552,000	36,500,000	36,900,000	38,000,000

business and trade						
Council's Direct Financial support planned to support the business and trade sector's development	Tshs.	23,000,000	23,000,000	23,000,000	40,000,000	50,000,000
Council's Direct Financial support actually provide to support the business and trade sector development	Tshs.	23,000,000	-	-	-	-

### 3.14 Finance Department

The main functions of the finance department are:

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

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

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

In this respect, the Council has;

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

Main achievements in the past 5 years:

- The council obtained unqualified Audit opinion from the Controller and Auditor General in the financial year 2011/12 to 2015/2016 and has never obtained an adverse opinion since then.
- The Council has also improved the domestic collections from a revenue figure of Tshs. 672,056,500/= in 2011/12 to Tshs. 1,202,704,074/= in the year 2016/17.

Table 3.36: Performance indicators on financial management in the Council as at 2016/17 to 2020/21

Indicator	Unit	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Reducing audit queries internal and external	No	66	36	26	16	8	2
Internally generated revenue	Tshs.	1,600,000,000	1,6960,000,000	1,987361,000	2,100,000,000	2,300,000,000	2,700,000,000
Maintaining Clean Audit certificates for the coming 5 years	No	1	1	1	1	1	1

#### Challenges facing financial management in the council

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

#### Opportunities available for improving financial management in the council are;

- Pursuing various sources of funding
- Computerisation of financial operations

#### How to improve financial management in the Council:

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

### 3.15. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The main function of ICT section:

- Database Administration
- ICT Security
- Network Administration
- Web and Multimedia Administration
- To advise on Procurement of ICT material
- Troubleshooting, repair and providing preventive maintenance of ICT equipment
- LAN, WAN, Switch , Router and End-dvice Installation and Configuration.

The activities of the District in the area of ICT are guided by the National ICT policies ruling part manifesto and programmes .

Implication of National ICT laws, policies are shown in the table below

S/No	Legal/Policy/Programme	Implication for the Lindi District Council
1	Guideline on safe use of ICT equipment under Workers Act No 5 (2009)	This guideline technical guidance to Public Institutions and civil servants to follow the directives on usage of ICT and related equipment.



2	Workers Act No 6 (2009)	This guideline provides procedures and responsibilities to comply on preserving and destroying of data in electronic equipment.
3	Guideline on communication through video conference of year 2014	This guideline provides procedures and responsibilities to comply with by Public Institutions and public servants in the use of the communications through video conferencing.

#### Key performance Indicator for Information and Communication Technology (ICT) delivery

Indicator	Meas.Unit	2016	2017	2018	2019	2020	2021
Mean time to repair system	%	80	85	85	90	90	90
Bandwidth utilization	%	90	90	90	90	95	95
System availability	%	80	85	90	95	95	95
Number of POS	No	5	25	35	45	60	80
Website Active	%	80	80	85	85	85	90
Mail Active	%	80	85	85	90	90	90
Pos active	%	80	85	90	90	90	90
System security	Good, average, bad	Good	Good	Good	Good	Good	Good

The major achievement of the Section in the past five years include:

- Uses of LAWSON programme in HR management
- Uses of LGRCIS programme in revenue collection
- Uses of EPICOR programme for cash processing and controlling.
- Uses of Web-based PlanRep for Planning and Budgeting
- Availability of Council 's report and announcement on District website
- Uses of computer as major working tool by workers and other staff .
- Uses of POS for revenue collection.
- Availability of Local Area Network

#### 3.16. PLANNING, STATISTICS AND EVALUATION

The main function is to ensure effective and efficient in development planning and the efficient utilization of its financial resources so as to reduce poverty and facilitate the growth of economy for the Council.

Therefore, in summary the department: Ensure people's participation in Development projects, Coordinate and Prepare project implementation reports, Coordinate and supervise collection of reliable statistics in the district and Improve planning and budgeting skills among council leaders and staff.

The department for the past 5 years has achieved the following:

1. Number of villages capacitated in O&OD planning methodology increased from 65 in 2011 to 141 villages in 2015
2. Quality of Council budget improved from 40% 2011 to 80% in 2015 due to effective use of planning and reporting tools
3. Project implementation reports prepared and submitted as per requirement
4. Effective and reliable statistics maintained
5. District Socio Economic Profile prepared
6. 50 Staff and 42 leaders trained in budgeting skills
7. Project monitoring and evaluation and provision of technical advice to program sectors done effectively

### 8. Important investment areas identified

The department strategically has the following issues to achieve:

1. Identification of more important of investment areas
2. Establishment of reliable statistical database
3. Improve quality of council budget
4. Timely preparation and submission of implementation reports quarterly and annually
5. To provide technical advice to program sectors on various economic and social matters

### Key performance Indicator for Planning Department

Indicator	Meas.Unit	2016	2017	2018	2019	2020	2021
No. of villages capacitated in O&OD planning methodology	No.	141	141	141	141	141	141
No. Of Project implementation reports Prepared	No.	4	4	4	4	4	4
No. Of Staff and leaders trained in budgeting skills	No.	92	94	96	98	100	102
% of projects Monitored and evaluated	Proportional	50%	55%	60%	65%	70%	75%
No. of Important investment areas Identified	No.	5	7	9	11	13	15

### 3.17. PROCUREMENT AND SUPPLY SECTION

The Main Function of procurement and supplier section of the council are:

- (1) Manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract;
- (2) Support the functioning of the tender board;
- (3) Implement the decisions of the tender board;
- (4) Act as a secretariat to the tender board;
- (5) Plan the procurement and disposal by tender activities of the procuring entity
- (6) Recommend procurement and disposal by tender procedures;
- (7) Check and prepare statements of requirements;
- (8) Prepare tendering documents;
- (9) Prepare advertisements of tender opportunities;
- (10) Prepare contract documents;
- (11) Issue approved contract documents;
- (12) Maintain and archive records of the procurement and disposal process;
- (13) Maintain a list or register of all contracts awarded;
- (14) Prepare monthly reports for the tender board;

### Main relevant national, laws, Regulations

5. Public Procurement Act No. 7 of 2011
6. Gazette of the United Republic of Tanzania No. 52 Vol. 92 dated 30th December, 2011
7. Procurement Regulation No. 446 of 2013
8. Gazette of the United Republic of Tanzania No. 48 Vol 94 dated 20th December, 2011

### Main achievements in the past five years

3. To provide short training to user department and section on rules and regulation of procurement.
4. Uses of EPICOR program on processing local purchasing order.
5. Uses of computer as working

### Main challenges.

3. Deficiency of enough working tools
4. Shortage of procurement and supplier staff
5. Limited knowledge of procurement practise for user department and section

### Strategies.

3. Increase effort to user department and section on uses of procurement rules and regulation
4. To employ five procurement and suppliers staff
5. To attend PPRA training program according to calendar.

### Key performance Indicators on business and Trade in the Council from 2016 to 2021

Indicator	Meas. Unit	2016/17	2017/18	2018/19	2019/20	2020/21
Reducing audit queries internal and external	No	36	26	16	8	5
1.Increase in awarding contract	No.	7	10	12	13	15

### The main functions of internal audit units

- To examine the effectiveness of existing internal controls which used in institutional operations
- To ascertain a risk management process that may adverse affect council objectives
- Ensure Good governance enhancements.

### Main relevant authority guiding auditing process

- Local Government finance Act No.9 of 1982 (revised 2000)
- Public Finance Act,2001
- International Professional Practicing Framework(IPPF)
- Internal Audit Manual 2013

### Main Achievements in the past five years

- Clean opinion from C.A.G for four years out of five financial years due to Positive responses on recommendations raised to managements
- Introduction of Service levy following recommendations made by internal Audit Unit
- Improved level of understanding importance and compliance on financial matters especially to non financial officers.

### Main challenges.

- Low level of financial management to Lower level Authority
- Shortage of Human and financial resources

### Strategies

- Continuously educating, stakeholders members at lower level to improve financial management
- Increase resources mobility to auditing process and improve value for money.

## 4.0. VISION, MISSION, OBJECTIVES, FUNCTIONS AND CORE VALUES

### 4.1 Introduction

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

### 4.2 Vision Statement

The vision of Lindi District Council is:

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

### 4.3 Mission Statement

The mission of Lindi District Council is:

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

### 4.4 OBJECTIVES.

- A: Services improved and HIV and AIDS infection reduced.
- B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy.
- C: Improve access, quality and equitable social services delivery.
- D: Increase quantity and Quality of social services and infrastructure.
- E: Good Governance characteristics enhanced.
- F: Improve social welfare, gender and community empowerment.
- G: Improve Emergency and Disaster Management.
- H: Improve Management of environment and its natural resources.
- I: Improve Information, communication and Technology (ICT).

### 4.5 Functions

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

- (i) To maintain and facilitate maintenance of peace, order and good governance within its area of jurisdiction;
- (ii) To promote the social welfare and economic well-being of all persons within its area of jurisdiction;
- (iii) To control and improve agriculture, trade, commerce and industry;
- (iv) To further and enhance health, education, and social, cultural and recreational life of the people;

- (v) To relief poverty and distress, and assist life of young, the aged and disabled;
- (vi) To mobilise, and fight poverty, diseases and ignorance;
- (vii) To promote and ensure democratic participation in, and control of decision-making by the people concerned;
- (viii) To establish and maintain reliable sources of revenue and other resources in order to enable the Local Government Authority perform its functions effectively;
- (ix) To foster co-operation with civic groups and other persons and authorities;
- (x) To accord due recognition to and promote gender awareness;
- (xi) To provide for the protection and proper utilisation of the environment for sustainable development.
- (xii) To formulate, co-ordinate and supervise the implementation of all plans for the economic, commercial, industrial and social development in the area of jurisdiction.

#### 4.6 Guiding Principles or Core Values.

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

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

#### 4.7 Theme

The motto of Lindi District Council is:

Quality and affordable services for the people of Lindi
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## 5. KEY RESULTS AREAS, OBJECTIVES, STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS

### 5.1 Key Result Areas, Strategic objectives and Performance indicators

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

### 5.2 Strategies and Timing

The time horizon of this Strategic Plan is three (5) years, starting 2016/2017 – 2020/2021. The strategies set out in the plan correspond to respective departments or service areas in the council. When developing strategies for each strategic objective, logical sequencing of events was observed in line with Means-and Ends relationship. Hence strategies were developed in such a way that upon their implementation will lead to the achievement of strategic objectives and each strategic objective has been broken down into a number of strategies in order to achieve a particular objective in question. Strategies for each service area in the council are given in Table 5.1.

### 5.3 TABLES ON KEY RESULTS AREAS, STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS

#### KRA: HEALTH SERVICES

OBJECTIVE	Strategic Objective	Strategies	Targets	Responsible department
C: Improve access, Quality and equitable social Services delivery	To improve quality of health service delivery through health promotion (preventive and curative) to the community	Enhance health promotion and education to the community	<ol style="list-style-type: none"> <li>1. Immunization coverage increased from 20% to 50% by 2021</li> <li>2. Number of households enrolled to CHF increased from 40% to 70% by 2021</li> </ol>	
		Increase number of health facilities in the district	Number of health facilities increased from 46 to 140 by 2021	
		Ensure significant reduction of number infant, child and maternal mortality in the district	<ol style="list-style-type: none"> <li>1. Under five mortality rate reduced from 14/1000 to 10/1000 by 2021</li> <li>2. Maternal mortality rate reduced from 219/100,000 to 200/100,000 by 2021</li> </ol>	
		Ensure availability of transport , Drugs, medical supplies and equipments in health department	Transport, Equipments, Drugs and medical supplies available by 2021	
		Ensure significant reduction of malaria and sexual diseases including HIV/AIDS	<ol style="list-style-type: none"> <li>1. Malaria prevalence rate reduced by 2021</li> <li>2. HIV prevalence reduced from 2.9% to 1.7% by June, 2021</li> <li>3. Seminar on HIV/AIDS pandemic conducted to community from 31 Wards by June, 2021</li> </ol>	
		Ensure capacity building to health staff	Number of skilled human resource in health sector increased from 74% to 90% by 2018	

KRA: EDUCATION

Primary Education

Objective	Strategic Objective	Strategy	Targets	Responsible department
C: Improve access, Quality and equitable social Services delivery.	Teaching and learning environment improved	Training and upgrading conducted to 1250 existing teachers by year 2021	<ul style="list-style-type: none"> <li>Number of trained teachers increased from 50 teachers to 100 teachers per year by June 2021</li> </ul>	Primary Education department
		Rehabilitation and Construction of school infrastructures conducted in 117 primary schools by year 2021	<ul style="list-style-type: none"> <li>Rehabilitation of 12 classrooms 4 teachers houses and construction of 40 pit-latrines by 2021</li> <li>Rehabilitation of pit-latrines at Milamba, Namangale, Ruchemi, Nangaru and Matapwa (4 each school), completion of classrooms at Utimbe, Mmongomongo, Lipome, Litingi, Mnyangara and Mipingo and completion of 2 teachers houses in Mihima and Namkongo by 2021</li> </ul>	Primary Education Department
		Access to primary education increased from 96% to 100% by year 2021	<ul style="list-style-type: none"> <li>Enrolment of standard I pupils increased from the present 96% to 100% by 2021</li> <li>Access to equity of education improved especially for girls in Tanzania by 2021</li> <li>Quality of education delivery in 125 primary schools improved by 2021</li> </ul>	Primary Education Department



Objective	Strategic Objective	Strategy	Targets	Responsible department
D: Increase quantity and quality of social services and infrastructure.		1250 teachers and non-teachers trained by council by year 2021	<ul style="list-style-type: none"> <li>Number of trained teachers and non teachers Attending in- service increased from 50 to 100 per annum by June 2021</li> </ul>	Primary Education Department
		Capacity building to 31 Ward Education coordinator by year 2021	<ul style="list-style-type: none"> <li>Number of trained WECs increased from 28 WECs to 31 WECs by June 2021</li> </ul>	Primary Education Department
		Access to Vocational training improved by 80% by year 2021	<ul style="list-style-type: none"> <li>Enrolment of pupils in vocational schools increased from the present 45% to 80% by June 2021</li> </ul>	Primary Education Department
		Quality to Pre-primary school improved to 117 schools by year 2021	<ul style="list-style-type: none"> <li>Quality of Pre-primary schools delivery in 117 schools increased by June 2021</li> </ul>	Primary Education Department
		Quality to primary school improved by 20% by year 2021	<ul style="list-style-type: none"> <li>Classroom pupils ratio reduced from 1:45 to 1:40 by June, 2021</li> <li>Teacher pupils ratio(science subjects) reduced from 1:45 to 1:40 by June 2021</li> <li>Classroom pupils ratio reduced from 1:45 to 1:40 by June, 2021</li> <li>School desks students ratio decreased from 1:3 to</li> </ul>	Primary Education Department

Objective	Strategic Objective	Strategy	Targets	Responsible department
			1:2 by 2021 <ul style="list-style-type: none"> <li>• Book pupil ratio reduced from 1:2 to 1:1 by the year 2021</li> <li>• Toilet pupils ratio reduced from 1:39 to 1:20 by June, 2021</li> <li>• Teacher quarter ratio reduced from 1:4 to 1:1 by June, 2021</li> </ul>	
C: Improve access, Quality and equitable social Services delivery.		Qualified teachers increased from 20 teachers to 45 teachers by year 2021	<ul style="list-style-type: none"> <li>• Number of trained teachers in 117 primary schools increased from 20 teachers to 45 by June 2021</li> </ul>	Primary Education Department

## SECONDARY EDUCATION

Objective	Strategic Objective	Strategy	Targets	Responsible department
D: Increase quantity and quality of social services and infrastructure.		Construction of school infrastructures improved by June 2021	<ul style="list-style-type: none"> <li>• Number of classrooms increased from 174 to 202 by June 2021</li> <li>• Number of student's latrines increased from 290 to 399 by June 2021.</li> <li>• Secondary school laboratories increased from 06 to</li> </ul>	Secondary Education Department

Objective	Strategic Objective	Strategy	Targets	Responsible department
			<p>69 in 23 secondary schools by June, 2021</p> <ul style="list-style-type: none"> <li>Teacher's houses increased from 96 to 271 by June 2021.</li> <li>Increased number of teachers toilets from 32 to 46 by June 2021.</li> </ul>	
C: Improve access, Quality and equitable social Services delivery.		Improved performance rate	<ul style="list-style-type: none"> <li>Increased number of students tables and chairs to 1:1 ratio</li> <li>Number of staff provided with medical expenses increased from the present 0 to 27 by 2021</li> <li>The number of students beds increased to 1:1 ratio</li> </ul>	Secondary Education Department
		Council to conduct in-service training	<ul style="list-style-type: none"> <li>Improved pass rate to students from 75% to 100%</li> </ul>	Secondary Education Department
		Learning and teaching materials provision increased from 1:4 to 1:1	<ul style="list-style-type: none"> <li>Pupils books ratio increased from 1:4 to 1:1 by June, 2021</li> </ul>	Secondary Education Department
		Teachers pupil ratio decreased from 1:92 to 1:35	<ul style="list-style-type: none"> <li>Teacher - pupil ratio (science subjects) decreased from 1:92 to 1:35 by June, 2021</li> </ul>	Secondary Education Department
D: Increase quantity and quality of social services and infrastructure.		laboratories equipment allocated for 84 laboratories	<ul style="list-style-type: none"> <li>Number of well equipped laboratories increased from 06 to 84 by June 2021</li> <li>Increased number of complete laboratories to 69 in</li> </ul>	Secondary Education Department

Objective	Strategic Objective	Strategy	Targets	Responsible department
			23 secondary schools.	

KRA: AGRICULTURE

Objective	Strategic objectives	Strategy	Targets	Responsible department
D: Increase quantity and quality of social services and infrastructure.	AGICULTURE PRODUCTION AND PRODUCTIVITY IMPROVED	80 extension staffs and 103,000 farmers capacitated with agriculture and livestock knowledge and skills by year 2021	<ul style="list-style-type: none"> <li>Number of extension staff increased from 80 to 141 by the year 2021</li> <li>The capacity of 141 agricultural extension staff and 103,000 farmers on Agricultural technical skills enhanced by the year 2021</li> </ul>	Agriculture Department
C: Improve access, Quality and equitable social Services delivery.		Use of irrigation and improve rain fed agriculture increased from 2,640Ha to 5,491Ha by year 2021	<ul style="list-style-type: none"> <li>Area under irrigation schemes increased from 2,640Ha to 5491 by the year 2021</li> </ul>	Agriculture Department
		6 Market for agriculture and livestock produces/products constructed by year 2021	<ul style="list-style-type: none"> <li>6 market facilities constructed by the year 2021</li> </ul>	Agriculture Department
		Reduction of post- harvest losses by constructing 5 storage facilities by year 2021	<ul style="list-style-type: none"> <li>2 storage facilities constructed by the year 2021</li> </ul>	Agriculture Department
		Increase mechanization in	<ul style="list-style-type: none"> <li>Number of tractors available increased from 29</li> </ul>	Agriculture Department

Objective	Strategic objectives	Strategy	Targets	Responsible department
		agriculture from 29 tractors to 66 tractors by year 2021	to 66 by the year 2021	
		Production of cash crops increased by 30% by year 2021	<ul style="list-style-type: none"> <li>• Production of cashew nuts increased from 8,800tonnes to 25,000tonnes by the year 2021</li> <li>• Production of sesame increased from 5,800tonnes to 9,000tonnes by the year 2021</li> <li>• Production of cassava increased from 118,171tonnes to 32,000tonnes by the year 2021</li> <li>• Production of sorghum increased from 8,397tonnes to 18,000tonnes by the year 2021</li> <li>• Production of sunflower increased from 4 tonnes to 600 tonnes by June 2021</li> </ul>	Agriculture Department

#### KRA: LIVESTOCK AND FISHERIES

Objective	Strategic objectives	Strategy	Targets	Responsible department
D: Increase quantity and quality of social services and infrastructure.	LIVESTOCK AND FISHERIES PRODUCTION AND PRODUCTIVITY	Livestock value chain productivity and efficiency (production, marketing and processing) increased by 30% by year 2021	<ul style="list-style-type: none"> <li>• Production of milk increased from 1,219,710 litres of milk in 2015/2016 to 1,482,565 litres of milk per annum by the year 2020/2021</li> <li>• Production of eggs increased from the present 2,422,243 eggs per annum to</li> </ul>	Livestock and Fisheries

Objective	Strategic objectives	Strategy	Targets	Responsible department
	IMPROVED		<p>2,944,252 eggs per annum by the year 2020/2021</p> <ul style="list-style-type: none"> <li>• Production of meat increased from the present 89 tons of meat and 109 tons of meat per annum by the year 2020/2021</li> <li>• Livestock infrastructures constructed increased from 5 to 20 infrastructures respectively by June 2020/2021</li> </ul>	
		<p>Fisheries/aquaculture products value chain productivity and efficiency (production, marketing and processing)increased from 240tons to 450tons by year 2021</p>	<ul style="list-style-type: none"> <li>• Production of fish increased from the present 240 tons to 450 tons by the year 2020/2021</li> <li>• Production of sea weed increased from the present 9 tons to 15 tons by the year 2020/2021</li> </ul>	Livestock and Fisheries
		<p>Sustainable use of 8,000acres land, water, pastures and range lands by year 2021</p>	<ul style="list-style-type: none"> <li>• Livestock infrastructures constructed increased from 5 to 20 infrastructures respectively by June 2021</li> <li>• The communal pastoral grazing land area demarked with permanent beacons increase from 0 to 8000 acres by June 2021</li> </ul>	Livestock and Fisheries

Objective	Strategic objectives	Strategy	Targets	Responsible department
C: Improve access, Quality and equitable social Services delivery.		Adequate, efficient and reliable extension services support to 4,500 farmers and livestock and aquaculture farmers improved by year 2021	<ul style="list-style-type: none"> <li>• Number of farmers accessed with improved livestock extension services increased from 2900 to 4500 livestock farmers by the year 2020/ 2021</li> <li>• Number of fisher folks accessed with improved fisheries extension services increased from 468 to 821 fisher folks by the year 2020/2021</li> </ul>	Livestock and Fisheries

KRA: WATER SOURCES MANAGEMENT

Objective	Strategic Objective	Strategy	Targets	Responsible department
C: Improve access, Quality and equitable social Services delivery.	Supply of clean and safe water and sanitation improved	Improve water supply infrastructure	<ul style="list-style-type: none"> <li>• Percentage for provision of clean and safe water increased from the present 50.6 (2016) to 85 by June 2021</li> <li>• Supply of drinking water increased from 2,826m3 to 4,354m3 by June, 2021</li> <li>• Water distribution network increased from 6 km in 2016 to 95 km by 2021</li> <li>• Number of shallow wells increased from 438m3 to 810m3 by 2021</li> </ul>	Water department
		Community sensitization on hygiene and sanitation	<ul style="list-style-type: none"> <li>• People affected with Water borne diseases reduced from 13,542 to 6,771 (50%) by June, 2021</li> </ul>	Water department

Objective	Strategic Objective	Strategy	Targets	Responsible department
		enhanced from 13,542 to 6,771 by year 2021		

KRA: POLICY, PLANNING AND MONITORING ADMINISTRATION

Objectives	Strategic Objective	Strategy	Targets	Responsible department
	Planning and Coordination mechanism enhanced	Ensure adequate working facilities and staff for coordinating daily activities	1.Planning office equipments increased from 75% to 95% by June, 2021 2.Number of planning staff increased from 3 to 7 by June, 2021	PLANNING DEPARTMENT
		Improve working environment of staff	1.Employment benefits of 5 staff in planning department ensured by June, 2021 2.Five (3) staff in planning department	



Objectives	Strategic Objective	Strategy	Targets	Responsible department
			capacitated by June, 2021	
		Ensure people's participation in Development projects	<p>1.Number of villages capacitated in O&amp;OD planning methodology increased from 60 to 141 by June, 2021</p> <p>2.The number of development projects implemented annually increased from 10 to 30 by December 2021</p> <p>3.Quality of Council budget improved from 85% to 100% by December 2021</p>	
		Coordinate and Prepare project implementation reports	Project implementation reports prepared and submitted as per requirement by June, 2021	
Coordinate and supervise collection of reliable statistics in the district	<p>1.Effective and reliable statistics maintained by June, 2021</p> <p>2.District Socio Economic Profile</p>			

Objectives	Strategic Objective	Strategy	Targets	Responsible department
			prepared by June, 2021	
		Improve planning and budgeting skills among council leaders and staff	25 staff and 65 leaders trained in budgeting skills by June, 2021	
	2. Emergence preparedness and disaster management enhanced	Provide training on emergence preparedness and disaster management in the district	Training to 72 staff and communities from 34 wards on emergence preparedness and disaster management by June, 2021	
		Ensure availability of emergence preparedness tools	Emergence preparedness tools procured by June, 2021	

KRA: ELECTION ADMINISTRATION

Objectives	Strategic Objective	Strategy	Targets	Responsible department
Good Governance characteristics enhanced	<ul style="list-style-type: none"> <li>General election and local Government election</li> </ul>	<ul style="list-style-type: none"> <li>To facilitate the election in 140 villages and 748 hamlets</li> <li>To facilitate the election of 2 member of parliament</li> </ul>	<ul style="list-style-type: none"> <li>141 villages and 748 hamlet leaders elected by June 2021</li> <li>2 member of parliament elected by June 2021</li> </ul>	Election Administration

KRA: WORKS AND RESCUE ADMINISTRATION

Objectives	Strategic Objective	Strategy	Targets	Responsible department
E: Quality and quantity of socio – economic services and infrastructure increased .	To extend and improve quality of town Infrastructures	Ensure roads are passable throughout the year	1. 250 km earth roads upgraded to gravel level by June, 2021  2. 703 km of road length are maintained by 2018 3.Length of tarmac roads increased from 5km to 20km by June, 2021	
		Ensure capacity building to 4 staff in Works Department	4 staff in Works Department attended training by December	

Objectives	Strategic Objective	Strategy	Targets	Responsible department
		Enforcement effective existing laws and by laws.	2018 1.All structures are built according to standards by 2018 2.Ensure buildings are built according to approved Town plan by June, 2021	

#### KRA: ICT ADMINISTRATION

Objectives	Strategic Objective	Strategy	Targets	Responsible department
C: Improve access to quality and equitable social services delivery	To minimize and solve the problems related to ICT by the year 2021.	Daily operation of PSSN, PLANREP, LGRCIS, EPICOR, LAWSON system by year 2021  Appropriate ICT working tool and connect 16 department and section with Local Area network by year 2021	ICT related problem minimized by 80% by June 2021  All 16 department having appropriate ICT working tools by June 2021  Data secured in computer by 90% in	ICT Administration

Objectives	Strategic Objective	Strategy	Targets	Responsible department
			June 2021 13 department and 4 section will be connected with Local Area Network (LAN) by year 2021	
	To improved Revenue collection by the year 2021.	Increases number of POS for revenue collection from 25 to 80 by year 2021  Updating and repair 80 POS timely by year 2021	Number of POS increased from 25 to 80 by June 2021 POS working all the time by June 2021	
	To make transparency of District activities by the year 2021.	District Council website updated with 100% of all activities report of the Council by year 2021	Availability of Council report on district website by June 2021	

KRA: NATURAL RESOURCES, LANDS

Objective	Strategic Objective	Strategy	Targets	Responsible department
E: Enhance Good Governance and Administrative	SUSTAINABILITY OF NATURAL	<ul style="list-style-type: none"> <li>Improve fishing gears and vessels.</li> <li>Formation of By-Laws</li> </ul>	<ul style="list-style-type: none"> <li>80% of illegal fishing cases reduced by June 2016</li> <li>Number of improved gears and vessels by June,</li> </ul>	- Natural Resources.

Objective	Strategic Objective	Strategy	Targets	Responsible department
services.	RESOURCES ENHANCED	<ul style="list-style-type: none"> <li>• Create awareness to stakeholders on sustainable fishing.</li> <li>• Reduction of illegal fishing cases.</li> <li>• Conduct regular land &amp; sea patrol</li> </ul>	2016	<ul style="list-style-type: none"> <li>- Community Development</li> <li>- Security forces</li> </ul>
		<ul style="list-style-type: none"> <li>- Planting water friendly trees along catchments areas.</li> <li>- Create awareness on importance of catchments areas conservation</li> </ul>	<p>75% restoration of degraded water catchments area by June 2016</p> <p>Increase in number of trees planted from Human activities on water catchment reduced by June, 2016</p> <p>PFM Program facilitate in 10 villages leading to management of 10 Lands Forest Reserves by June, 2016</p>	<ul style="list-style-type: none"> <li>- Natural Resources.</li> <li>- Community Development</li> </ul>
		Enforcement of environmental management Act 2004, Water supply and sanitation Act 2009 & Water utilization Act.	<p>100% re-allocation of human activities &amp; settlements in water catchment by June, 2021</p> <p>Conducive working environment of land staff enhanced by June, 2021</p>	
		<ul style="list-style-type: none"> <li>- Facilitate availability of agricultural inputs &amp; tools.</li> <li>- Increase number of agricultural</li> </ul>	<p>0% Increase of agricultural produces by June 2016</p> <p>Yield of agro-produces increased</p>	Agriculture, Livestock & Cooperative

Objective	Strategic Objective	Strategy	Targets	Responsible department
		extension officers - Increase level of agricultural produces	Improved farming & livestock keeping methods by June, 2016	
		- Improve farming method & practices - Create awareness on sustainable forestry management - Conduct regular patrols. - Restrict licensing of timber & charcoal production. Environmental conservation enhanced.	- 80% restoration of environmental resources by June 2016 - Number of patrols conducted by June, 2016 - Decrease of number of trees cut for timber & charcoal production	- Natural Resources. - Agriculture, Livestock & Cooperative - Security forces
E: Good Governance and Administrative Services Enhanced		Number of title deeds increased from 255 to 2000 by year 2021	<ul style="list-style-type: none"> <li>• Plots demarcated and offered title deeds increased from 255plots to 2000plots in Milola, Rutamba, Mchinga, Kiwalala, Mtama, Shuka, Sudi, Kijiweni, Mmongomongo by June 2021</li> <li>• Number of farms and plots surveyed increased from 120 to 2600 by June 2021</li> <li>• Town Planning Drawings increased from 5 to 15 by June 2021</li> </ul>	Land Department
		Educate communities on taping bee	80% increase of bee produces by June 2021	- Natural

Objective	Strategic Objective	Strategy	Targets	Responsible department
		resource Sensitize communities participate in bee keeping	Level of Bee keeping produces increased by June 2021. Conducive working environment of Beekeeping Office by, 2021	Resources - Private sector

#### KRA: COMMUNITY DEVELOPMENT

Objectives	Strategic Objective	Strategy	Targets	Responsible department
A: Services Improved and HIV/AIDS Infections Reduced.	District and community HIV and AIDs response in 31 wards strengthened by the year, 2021.	Provision of nutritious food support and relief assistance 70 PLWHA and 50 staffs by year 2021  Reduce stigma, denial and discrimination to PLWHA to 0%by year 2021.	<ul style="list-style-type: none"> <li>• Nutritional food support provided to 70 PLWHA groups by the 2021.</li> <li>• Relief assistance provided to 50 Council staffs living with HIV and AIDS by the year 2021.</li> <li>• Stigma, denial and discrimination to PLWHA reduced by the year 2021.</li> <li>• Promotion and expansion of HIV and AIDS testing and promote Voluntary HIV testing and counseling services provided by the year 2021.</li> <li>• Quarterly 20 CMAC meetings facilitated by the year 2021.</li> </ul>	Community Development Department



Objectives	Strategic Objective	Strategy	Targets	Responsible department
			<ul style="list-style-type: none"> <li>Communities mobilized and sensitized through dances, IEC materials, posters, leaflets, theatre arts on the importance of HIV testing and counseling in 90 villages by the year 2021.</li> </ul>	

Objectives	Strategic Objective	Strategy	Targets	Responsible department
Social welfare, Gender and Community empowerment improved	Community participation in income generating activities in 140 villages enhanced by the year 2021.	<p>Community Economic Empowerment strengthened to 141 villages and 31 wards by year 2021.</p> <p>Women and Youth participation in Economic activities increased from 50% to 100% by year 2021.</p>	<ul style="list-style-type: none"> <li>• Economic Empowerment Desks reformed in 31 wards by the year 2021.</li> <li>• Economic Empowerment Desks sensitized on their duties and responsibilities to 31 wards by the year 2021.</li> <li>• Formulation and registration of 10 SACCOS of Women and Youth and 120 VICOBA facilitated by the year 2021.</li> <li>• Soft loans to Youth and Women SACCOS provided by the year 2021.</li> <li>• 100% of Contribution of provided 10% to WDF and YDF ensured by the year 2021.</li> <li>• Women and Youth facilitated to formulate and register IGA groups from 614 groups to 920 groups by June 2021.</li> <li>• 62 days training to 150 Youth groups and 250 Women groups on entrepreneurship, record keeping and managerial skills in reflection to Industrial economy conducted by the year 2021.</li> </ul>	Community Development Department

Objectives	Strategic Objective	Strategy	Targets	Responsible department
		<p>Community participating in development projects increased to 100% by year 2021.</p> <p>Gender and Community empowerment strengthened in 141 villages by year 2021.</p>	<ul style="list-style-type: none"> <li>• Supportive supervision visit conducted to 614 IGA groups by the year 2021.</li> <li>• Soft loan to 150 Youth and 250 Women IGA groups provided by June 2021.</li>   <li>• Community participating in development projects increased from 50% to 100% by the year 2021.</li> <li>• 141 days training on O&amp;OD conducted to increase community initiative on development projects to 141 villages by June 2021.</li>   <li>• 141 days orientation workshops on Gender issues mainstreaming in public and private sectors to 141 Villages conducted by June 2021.</li>   <li>• All National Commemoration ceremonies facilitated by the year 2021.</li> </ul>	

Objectives	Strategic Objective	Strategy	Targets	Responsible department
		<p>45 National Commemoration days celebrated by the year 2021.</p> <p>Community based Most Vulnerable Children Program developed and implemented 141 villages by the year 2021.</p> <p>Social well being of 200 families of Most Vulnerable Groups strengthened by the year 2021.</p>	<ul style="list-style-type: none"> <li>• Identification of MVC in 141 villages conducted by June 2021.</li> <li>• 141 days awareness meetings conducted in 141 villages on children rights by the year 2021.</li> <li>• Establishment of 141 MVC, Widow and guardians and their needs facilitated in 90 villages by the year 2021.</li> <li>• Establish and registration of MVG IGA groups facilitated to 141 villages by the year 2021.</li> <li>• To provide Relief assistance to 100 families and special cases to Most Vulnerable Groups by the year 2021.</li> <li>• To support 200 MVC on scholastic material by the year 2021.</li> <li>• To capacitate communities to recognize and provide support to affected families and Most Vulnerable families by the year 2021</li> </ul>	

KRA: ADMINISTRATION AND PERSONEL

Objectives	Strategic Objective	Strategy	Targets	Responsible department
E: Enhance Good Governance and Administrative services.	Improve and strengthen provision of management and administration services to Lindi District Council	Attract and retain highly professional skilled employees through provision of incentives, fringe benefits and conducive working environment	<ol style="list-style-type: none"> <li>1. 4 Remaining Ward offices and 10 Village offices constructed by June, 2021</li> <li>2. Statutory and voluntary allowances of employees and councillors paid by June, 2021</li> <li>3. Working facilities and equipments acquired by June, 2021</li> </ol>	Human Resources and Administration Department
		Develop and implement staff and councillors development plans	<ol style="list-style-type: none"> <li>1. Short and long course training to 23 employees and 43 politicians conducted by June, 2021</li> <li>2. On job training to council officials conducted by June, 2021.</li> <li>3. Training to councillors conducted by June, 2021</li> </ol>	
		Improve implementation of Open Performance Review and Appraisal System	Open Performance Review and Appraisal System (OPRAS) conducted on every financial year	
		Establish complaints and opinion desk of the council	<ol style="list-style-type: none"> <li>1. Six (6) complaints and opinion desk established by June, 2021</li> <li>2. 31 opinion box at ward level installed by June, 2021</li> </ol>	

LEGAL UNIT

Objectives	Strategic Objective	Strategy	Targets	Responsible department
E: Good Governance and Administrative Services Enhanced	To ensure adherence of rule of law and improvement of legal services in the district	Prepare and review the existing by-laws for purpose of improving	<ol style="list-style-type: none"> <li>1. 10 existing by-laws reviewed by June, 2021</li> <li>2. New 15 by-laws prepared by June, 2021</li> <li>3. Seminar on enforcement of bylaws to 170 members of Wards Tribunals conducted by June, 2021</li> </ol>	LEGAL UNIT
		Conduct training to Village Councils and Ward Tribunals on implementation of quasi-judicial bodies	<ol style="list-style-type: none"> <li>1. Ensure 31 Wards Formulate Ward Tribunal by June, 2021</li> <li>2. Seminar on Law of Ward Tribunal Act, Land Act and land Disputes (Court Act) conducted by June, 2021</li> <li>3. Number of land cases instituted against District Council reduced from 5 2016 to 0 by June, 2021</li> </ol>	
		Advocacy and preventing the organisation from litigations and conflicts	<ol style="list-style-type: none"> <li>1. Council by-laws are publicized at village and ward level by June, 2021</li> <li>2. All guidelines and policies are well interpreted and disseminated to 140 villages and 31 wards by June, 2021</li> </ol>	3.
		Provide legal opinion and ensure organization adhere to policies and laws of the land	<ol style="list-style-type: none"> <li>1. Legal opinion on procurement procedures and on administrative matters provided by June, 2021</li> <li>2. Three (3) legal officers capacitated by June, 2021</li> </ol>	

Finance Department

Objectives	Strategic Objective	Strategy	Targets	Responsible department
E:Good Governance and Administrative Services Enhanced		Adherence to 100% financial regulations by year 2021	<ul style="list-style-type: none"> <li>• Number of audit queries internal and external reduced from 36 to 2 by June, 2021</li> <li>• Council Own Source revenue collected increased from 1,600,000,000 to 2,700,000,000 by June 2021</li> <li>• Council maintain clean audit certificates for the coming 5 years by June 2021</li> </ul>	Finance Department

INTERNAL AUDITING

Objectives	Strategic Objective	Strategy	Targets	Responsible Department
<p>Good Governance characteristics, enhanced</p>	<p>Implement framework of good Governance</p> <p>-Improve value for Money for implemented projects as well as resources utilized</p> <p>-Improving compliance on Council operations.</p>	<ul style="list-style-type: none"> <li>• 110 Development projects are audited by June 2021.</li> <li>• Financial management on 75 Schools are examined by June 2021</li> <li>• Financial compliance on 44 Health facilities are Audited By June 2021</li> <li>• Financial Management on 25 Village Accounts are Audited by June 2021</li> <li>• 30 Times information. System (EPICOR, LGCRS, LOWSON, SALARIES and HEALTH) are visited and examined its intended objectives by June 2021.</li> <li>• Procurement activities are visited 20 times by June,2021</li> <li>• Human resources and payroll are visited at least 10 times by June 2021</li> <li>• Important activities( Revenue collection, Expenditure management and Final Accounts are reviewed 15 times by June 2021</li> <li>• Internal Auditors Capacity enhanced at least 20 times attends professional Studies by June 2021</li> </ul>	<p>-4 Quarterly Audit Reports are produced each year.</p> <p>-Quality on implemented projects</p> <p>- Discipline on utilized resources.</p> <p>-High level financial compliance.</p>	<p>Internal Audit</p>



## SPORTS AND CULTURE

Objectives	Strategic Objective	Strategy	Targets	Responsible department
	To improve provision of sports and culture services in the council	To coordinate all activities related to sports and culture	1.To register 20 clubs of football and 20 clubs of netball by 2021 2.To register 18 arts groups by 2021 3.15 entertainment centres established by 2021 4.To coordinate sports and games in primary and secondary schools by 2021	Primary Education

## ENVIRONMENT

Objectives	Strategic Objective	Strategy	Targets	Responsible department
	To improve quality of environment in Lindi District Council	Ensure effective management of hygiene and sanitation in the district	1.Sanitation and hygiene improved to all villages by June, 2021  2.Proper solid waste collection and disposal increased from 10 tons to 20 tons per day by June, 2021	ENVIRONMENT
		Provide environmental education to community	1.Seminar to 140 village leaders and 31 WEOs conducted by 2018 2.Number of wards with improved toilets in their respective villages increased from 8 to 20 by 2018 3.Capacity building to 8 Environmental staff and 34 WEOs ensured by 2018	

		<p>Improve quality of environment in all Wards</p>	<ol style="list-style-type: none"> <li>1. 10 environmental groups established in 31 wards by 2021</li> <li>2. Environmental profile for Lindi District Council prepared by June 2021</li> <li>3. Tree planting increases from 17,000 trees to 100,000 trees by 2021</li> </ol>	
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## 6. MONITORING AND EVALUATION SYSTEM

### 6.1 Introduction

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

The Monitoring and Evaluation System is important in order to:

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

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

### 6.2 Monitoring Form

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

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

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

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

Table 6.1: Semi-Annual Progress Monitoring Reports

DEPARTMENT:

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

### 6.3 Evaluation

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

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

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