

UNITED REPUBLIC OF TANZANIA



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



**MASASI DISTRICT COUNCIL
STRATEGIC PLAN**

2016/2017-2020/2021

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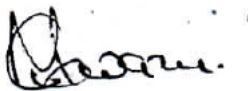
ACKNOWLEDGEMENT

The District Strategic Plan has been prepared by the Council Management team in collaboration with different stakeholders in the Council. Let me express my sincere gratitude to the Lecturers from the Institute of Rural Development Planning for their great perseverance and great managerial skills that guided the CMT into carrying out this exercise.

May I also thank the District Planning, Statistics and Coordination Officer Mr. Jeremiah John Lubeleje and his co department staffs, secretariat, heads of Council Departments and their assistants for strenuously working hard with high degree of discipline and commitment ensuring the timely completion of the document.

Because it is not very easy to mention every one by name, I take this opportunity to thank all those who in one way or another have contributed to the completion of this exercise.

With best regards



CHANGWA M. MKWAZU
District Executive Director
MASASI

EXECUTIVE SUMMARY

In promoting economic transformation and human development, Masasi District Council is devoted to be a Council where all people access quality services and hold power to produce for sustainable development of the community by 2025. That shall be realized through providing quality services, empower community through proper use of available resources and enhance revenue collection for sustainable development of the community. This Strategic Plan shall have 9 Strategic Objectives coded A to I where: A. Services improved and HIV/AIDS infections reduced; B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained; C. Access, quality and equitable social service delivery improved; D. Quantity and quality of economic services and infrastructure improved; E. Good governance and administrative services enhanced, F. Social welfare, gender and community empowerment improved; G. Emergence preparedness and disaster management improved; H. Management of natural resources and environment improved and I. Information and communication Technology improved. These objectives shall be achieved through specific, measureable, realistic, attainable and time framed targets that follow under each respective departments and units. In ensuring ownership, commitment and accountability, participatory approach was used in the process of strategic plan preparation with involvement of a consortium of management team of the District council who were head of departments, Units and other stakeholders. Analysis of Council's internal and external environment was done where both primary and secondary data were collected analysed and presented. This strategic plan has taken into account the Tanzania National Development Vision (2025), The Long-Term Perspective Plan (LTPP, 2011/12-2025/26), Tanzania Five Years Development Plan 2016/2017- 2020/2021 (FYP II), Tanzania Mini-Tiger Plan, Tanzania Open Government Partnership (OGP):Third National Action Plan 2016/2017 - 2017/2018, Sustainable

Development Goals (SDGs), Agenda 2063: The Africa We Want and sectoral policies.

The plan is divided into five chapters where chapter One presents background information of Masasi District Council, chapter Two provide situation analysis of the council where the existing situation of the council was analysed to determine issues of major concern to be addressed. Chapter Three presents Stakeholders Analysis, Strength Weaknesses Opportunities Challenges (SWOC) Analysis and Core Values. The strategic plan for Masasi District Council is guided by 7 major core values that constitute what the council core principles which are: community participation, ownership and empowerment, team work spirit, continuous learning and customer orientation, innovation and creativity, respect of human rights, integrity and hard work spirit. Chapter Four describes the vision, mission, strategic objectives, result area, targets, strategies and performance indicators. Finally chapter Five describes plan implementation, monitoring, evaluation, review frameworks, risks management and assumptions. The implementation of this plan shall be the responsibility of all stakeholders of the District Council. The District Executive Director (DED) who is the Chief Executive Officer of the District Council shall be responsible and accountable for the implementation of the Masasi District Council (2016/2017 – 2020/2021) Strategic Plan. Monitoring of the Masasi District Council strategic plan will include both simple observation of the results of plan activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan.

LIST OF ABBREVIATIONS AND ACRONYM

DED	District Executive Director
LGRP	Local Government Reform Programme
GDP	Gross Domestic Product
HCMIS	Management of Human Capital Information System
WEO	Ward Executive Officer
WDC	Ward Development Committee
VEO	Village Executive Officer
SACCOS	Savings and Credit Cooperative Society
AMCOS	Agricultural Marketing Co-operative Societies
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome
TAD	Trans boundary Diseases
CWT	Chama cha Walimu Tanzania
NGOs	Non Governmental Organisations
FGM	Female Genital Mutilation
RAS	Regional Administrative Secretary
PMO-RALG	Prime Minister's Office Regional Administration and Local Government
NECTA	National Education Council of Tanzania
MOEVT	Ministry of Education and Vocational training
DEO	District Education Officer
COBET	Complementary Basic Education in Tanzania
ICBAE	Integrated Community Based Adult Education
UMITASHUMTA	Mashindano ya Umojawa Michezoni Taaluma kwa Shule za Msingi Tanzania
SHIMISEMITA	Shirikisho la Michezo la Serikali za Mitaa Tanzania
MVC	Most Vulnerable Children
PLHIV	People Living with Human Immunodeficiency Virus Infection

DCDO	District Community Development Officer
SWO	Social Welfare Officer
SWOC	Strength Weakness Opportunities and Challenges
LAAM	Local Authorities Accounting Manual
LAFM	Local Authorities Financial Memorandum
LLG	Lower Level Grants
WTO	World Trade Organization
TRA	Tanzania Revenue Authority
ICTR	Information Communication Technologies and Relation
TTCL	Tanzania Telecommunication Company Limited
HF	Health Facilities
FBO	Faith Based Organisations
PPP	Private Public Partnership
FDI	Foreign Direct Investment
SEZ	Special Economic Zone
SDG	Sustainable Development Goals
FYDP II	Five Years Development Plan II
BRN	Big Result Now
LDC	Least Developed Country
NSGRP	National Growth and Reduction of Poverty
OGP	Open Government Partnership
SME	Small and Medium Enterprise
MDG	Millennium Development Goals
UN	United Nations

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Statement of the District Council Chairperson

Our five year Strategic Plan (2016/17-2020/21) has being prepared out of the stakeholder's workshop whereby all Council development stakeholders from all levels participated fully in the conceptualization of key issues facing the Council in one way or another. Many proposals were raised and critically discussed plenary in that session.

Moreover, the Masasi District Council aims high in achieving it's objectives as targeted in the Vision and Mission by 2025; the Council has the duty to check out or scrutinize its strength weakness, opportunities and threats (SWOC) and counter check its enablers and constraints or obstacles which could enhance a positive or regression achievements.

The Prepared Strategic Plan will enable our Council to systematically mobilize resources for implementing various activities which are envisaged to improve the delivery of Socio-Economic Services to the entire cross section of Masasi Community. We believe that, this tool will help us to ensure that all resources allocated for the financial budgets are efficiently and effectively utilized for the improvement and delivery of services to the people of Masasi District. Thus achieving objectives and fulfilling the Ruling Party election Manifesto and contribute to the achievement of other Government Policies.

Lastly, I would like to appreciate the role played by my fellow councilors, development partners, Central government, the Accounting Officer with her staffs at all levels, Communities and all people of Masasi District Council and other stakeholders in supporting our Council to achieve its goals and mission.

It is against this background that I wish to reiterate the readiness of all the residents of Masasi District council to jointly implement this Strategic Plan for the promotion of their social welfare and economic wellbeing of the council in particular and Nation at large.



Juma M. Satmah

**COUNCIL CHAIRPERSON
MASASI DISTRICT COUNCIL**

Statement of the District Council's Director

The strategic plan is a tool for all stakeholders of Masasi District Council in ensuring that, we stay on course in the war against poverty, illiteracy and poor health condition.

This tool has been developed out of the stakeholder's workshop whereby all key issues were raised by the participating stakeholders as to the level of service delivery by the local authority during the year 2016/17 were discussed. The level of service delivery has been updated taking into account the existing external environment and the various changes which have taken place within the internal environment since then.

Indicators for the Key strategic objectives have been developed, targets set, activities identified, action plans prepared for all the entire period of five years (2015/16– 2020/21).

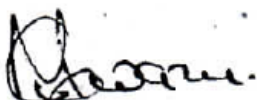
It is an ambitious plan requiring more than enough resources for its implementation. The strength of this strategic plan emanates from the fact that it evolved out of participatory dialogue among main stakeholders. In order to see to its successful implementation all along certain requisite practices have been included embedded in the plan. These are:-

- (i) The plan shall have to be adopted by the full council.
- (ii) All activities planned at the lower local government level (LLG) shall have to fall within the strategic plan framework.
- (iii) Frequent participatory monitoring and evaluation of its implementation shall be done.
- (iv) Midterm review of the plan shall be carried out at the end of two years of implementation.

- (v) Our development partners shall be advised to have their programmes sandwiched and assimilated in our Districts Council strategic plan.
- (vi) Use of internal resources including natural resources and funding shall be given precedent over external ones.
- (vii) Environmental impact assessment shall be fully taken on board while planning for and implementing projects.
- (viii) Use of appropriate and adaptable technology will be given due priority.
- (ix) Gender mainstreaming in decision making shall be highly orchestrated

It's our hope that by using this mainstreamed strategic plan, Tanzania Five Years Development Plan 2016/2017- 2020/2021 (FYP II), Tanzania Mini- Tiger Plan, Tanzania Open Government Partnership (OGP):Third National Action Plan 2016/2017 - 2017/2018, and Sustainable Development Goals (SDGs). The Masasi Community will realize and eventually achieve the intended development.

Let me end here by reminding ourselves to join hands so as to achieve our Council Vision i.e. ***"to be a Council where all people access quality services and hold power to produce for sustainable development of the community by 2025"***.



Changwa M. Mkwazu
DISTRICT EXECUTIVE DIRECTOR
MASASI

CHAPTER ONE

BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS

1.1 Location and boundaries

The District Council was first established in March 1958 and it ceased to exist in July 1972 when the Government of Tanzania opted for regional decentralization programme. The current District Council was re-established in the 1st January 1984 mandated by the Local Government (District Authorities) Act Number 7 of 1982. The Masasi District Council is one of the 9 Councils in Mtwara Region. Other councils in the region are Mtwara Municipality, Mtwara District Council, Nanyamba Town Council, Newala District Council, Newala TC, Nanyumbu District Council, Tandahimba District Council and Masasi Town Council. Nanyumbu District Council and Masasi Town Council were once part of Masasi District Council.

The District is bordered by Nachingwea and Ruangwa districts in the north, Lindi and Newala districts in the east, Mozambique in the south and Nanyumbu district in the west. Masasi District operates with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982. The Council is given wide-range of functions which includes: (i) To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, (ii) To promote the social welfare and economic well-being of all persons within its area of jurisdiction; (iii) Subject to the national policy and plans for the rural and urban development and to further the social and economic development of its area of jurisdiction.

1.2 Land Area

The District has an area of 4,429.9 km², which is 23 percent of the total regional area. In addition the District has two administrative authorities namely the Masasi District Council and Masasi Town Council.

1.3 Administrative Units

Administratively, the District Council is divided into two electoral constituencies namely Lulindi and Masasi; 5 Divisions; 34 Wards; 166 villages and 889 vitongoji. The Masasi District Council is governed by the democratically elected Councilors, who form the Full Council of the District Council. There are 46 Councilors from whom 34 are elected from their Wards and 12 are from special seats. There are 2 Members of Parliament, who are also part of the Full Council. On the other hand, Masasi Town Council has a separate Full Council that constitutes 15 Councilors and the Town Director.

The District Council has 13 Departments and 6 Sections which are responsible in the accomplishment of activities in the council. These Departments are Administration and Human Resources Management, Planning, Statistics and Monitoring, Finance and Trade, Primary Education, Secondary Education, Health and Social Welfare, Agricultural, Irrigation and Cooperatives, Community Development, Water, Environments and Sanitation, Land and Natural Resources and Works. The Sections are Information Communication and Technology (ICT), Procurement, Legal, Internal Audit, Election and Bee keeping. However the Bee keeping section is currently not active.

1.4 Climate

The District has two major climatic seasons namely dry (May to November) and rainy (December to April). It receives the average annual rainfall of 900 to 1,000 mm. The average annual temperature in

the District is between 25 and 32 degrees Centigrade. The altitude above sea level is 470 metres.

1.5 Population

According to the National Population Census 2002 showed that the District had a total Population of 307,211 with annual growth rate of 2.1 percent before the split of the Councils. Currently, the population is **260,856** as per National Population Census 2012 where by male are **125,151** and female are **135,705**. The majority of the population in the District is Bantus of Makua tribe. In urban areas such as Ndanda there are Makonde, Mwera people who live alongside with the Makua people.

1.6 Soil

The District has three major soil types that are categorized by zone. The eastern zone soil type, Lisekese zone soil type and Ruvuma basin zone soil type. The eastern zone soil type has two types of soil namely loamy sand and clay which are suitable for the cultivation of cash and food crops namely maize, paddy, sorghum, cashew nuts and horticulture crops. The other two zones have suitable type of soils for growing similar crops. In the previous plan of the Council the diversification strategy was adopted, which mobilized farmers to grow other types of crops such as sunflower, cassava, groundnuts and sesame.

1.7 Approach and Strategic Planning Process

Participatory approach was employed during the process of preparing strategic plan for Masasi District council. The process involved the Management team of the District council, District councilors, Head of departments and Units and other stakeholders. In enhancing capacity building to District's staff the technical team had five days workshop. The workshop was conducted to provide training on strategic planning process to District technical team (Heads of Departments, Units and

Sections). The training was conducted from 16th, to 20th May, 2016. It aimed at building the capacity to all staff and management team to become knowledgeable with strategic planning process, to enhance fully participation during planning process, to enhance the District council's capacity in reviewing and updating strategic plan after five years plan horizon. The plan has taken into account the Tanzania Vision 2025, Tanzania Five Years Development Plan 2016/2017-2020/2021, other national policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget).

1.8. Sources of Data

The strategic plan used both primary and secondary Data sources

1.8.1 Primary Data

The districts' demographic dynamics with rapid change of human demand necessitated the process of collecting first hand (primary) data from respective wards and villages for establishing a base for situational analysis.

1.8.2 Secondary Data

The preparation of strategic plan used secondary data sources such as, district's performance review report, Review of Literatures, Poverty and Human Development Survey Reports, Medium Term Expenditure Framework for years 2013/2014 -2015/2016 and Opportunities and Obstacles to Development (O & OD) reports,

1.9 Data Analysis

The analysis of data involved descriptive analysis whereas; figures, percentages, ratios, and rates were used. In order to strengthen the situation analysis part qualitative information were used to explain issues in a broader spectrum. Various tools such as Political Economical Sociological and Technological Analysis, and Customer

Need Analysis were used to assess external environment of the District. Strength Weakness Opportunities and Challenges Analysis (SWOC) Analysis, Organizational Risk Analysis and Potential Analysis were used for the analysis of internal environment.

CHAPTER TWO

SITUATION ANALYSIS OF THE DISTRICT: THE INTERNAL AND EXTERNAL ENVIRONMENTAL SCAN

2.1 Introduction

Situation analysis of Masasi District Council entailed a thorough analysis of internal environment and external environment. In assessing the current situation of the District, a good deal of information was collected analysed and disseminated. This entailed the completion comprehensive review of literatures, and performance review reports in 19 service areas of: Agriculture, Irrigation and Cooperatives, Land and Natural Resources, Water, Livestock and Fisheries, Health and Social Welfare, Community Development, Gender and Youth , Beekeeping (Apiculture), Primary Education, Secondary Education, Works, Environment and Cleansing, Planning, Statistics, Monitoring and Evaluation , Finance and Trade , Internal Audit ,Legal, Information and Communication Technology (ICT), Election, Administration and Human Resources and Procurement Management Unit (PMU). The analysis involved understanding and assessment of the recent institutional performance in terms of service delivery to community members for making improvements through identifying key issues to be addressed. Also it involved the preparation of presentations to disseminate and share these results to stakeholders.

The analysis of external environment involved an overview of National policies, National Visions, National strategies and National initiatives. It also involved International targets, Agenda and Conventions which Tanzania has committed upon hence has a bearing on operations of Masasi District Council. The external environmental scan involved analysis of: the Sustainable Development Goals (SDGs), Agenda 2063: The Africa We Want, The Tanzania National Development

Vision (2025), The Long-Term Perspective Plan (LTPP, 2011/12-2025/26), Tanzania Open Government Partnership (OGP): Third National Action Plan 2016/17 - 2017/18, Tanzania Five Years Development Plan 2016/2017- 2020/2021 (FYP II), Tanzania, Mini-Tiger Plan, National Livestock Policy 2006, National Agriculture Policy 2013, Small and Medium Enterprise Development Policy 2002. Finally a situation analysis established critical issues that were a base during the formulation of Vision, Mission, Objectives, and Targets.

2.2 The Internal Environmental Scan

2.2.1 Administration and Human Resource

This Department is one among 13 Departments of Masasi District Council. It deals with all activities of administrations and human resource development. Its Major role is to assist the District Executive Director to perform all administration matters in the Council. Human resource functions include human resource planning, training and development, performance monitoring and health and safety in place of work. Masasi District council is subdivided into 5 Divisions, which are subdivided further into 34 Wards, 166 Villages and 884 Hamlets. The Council is headed by the Full Council under the leadership of the Chairman. The council has 46 Councilors and 2 Members of Parliament. The core functions of the department are:

- Provide administration assistance to District Executive Director on different issues Concerning Administration and Human Resource.
- Human resource Department is responsible to assist District Executive Director in all matters of administration and Human resources. This includes allocation of offices in the Council, Allocation of Employees in different departments, and Motivation of employees and Transportation.
- To Coordinate and Prepare Capacity Building Plan for all Employees in the Council.

- In order to achieve the Objective of our organization we need Employees who have skills that relate to the objectives. The Department should prepare Training need Assessment to all employees so as to identify the gaps to the skills needed in the Objectives required to be fulfilled. Training will be provided to fill the gaps of the Skills to enable employees achieve the planned Objectives.
- To Supervise, Translate and remind policy, regulations, Circulars and Public Servant Establishment Provided by the Government.
- The Government provides Policy, regulations, Circulars and Public Servant Establishment to be a road map to employees in the execution of their activities. The Human resource Department is responsible for translating, supervising and reminding employees to use the policy, regulations, Circulars and Public Servant Establishment.
- Keeping and Updating Records of Employees in the Council
- The Human resource Department is responsible to keep and update records of employees. New recruited employee and in transferred employees should be entered in the records and those employees who are retired, out transferred, resigned and dismissal should be removed in the records.
- Human Resource Planning and Recruitment of Employees.
- The Human Resource Department is responsible for coordinating the process of Human Resource planning. It organizes different Departments to plan the employee to be recruited, retaining and succession planning.
- To be a major Supervisor of the Discipline of Employees in the Council.
- In order for the Organization to achieve its objectives it should have employees who have high discipline. Human resource department educate and remind employees to

observe discipline while doing their activities. It also makes sure employees use regulations and Circulars provided in claiming their rights. Those employees who do not observe discipline are punished as stipulated in the regulations.

- To facilitate Employees to meet their mandatory Obligations
- Employees will work properly and achieve their objectives if they are provided with their mandatory obligations. This includes their salaries, Different allowances, leave, and other incentives. Human Resource Department is responsible to ensure all employees obtain their mandatory obligations and are motivated to work in the council.
- To monitor and Supervise Statutory meetings in the Wards and Villages
- The Council has 34 Wards and 166 Villages. Each Ward is required to do Ward Development Committee meetings each quarter of the year. Also Each Village is required to do one Village Meeting each quarter of the year. The Income and Expenditure of the Village are required to be read in the village Meetings. The Human resource department monitors and supervises the meetings.
- To coordinate all Transport Issues in the Council.
- In Order to achieve the Council Objectives transport is required. The Human Resource department is responsible to make sure that proper transport is obtained. Transport of Cars and motorcycles are used by different departments to accomplish their task.

The Council has 2,029 Employees which are distributed in those Departments. The establishment of the council is 3,570, the actual employees are 2,029 and the Deficit is 1,541. Distribution of these employees are Shown in the table below.

Table 1: Employee Status in Masasi District Council

SNo.	Department	Establishment	Existing	Deficit
1	Administration	266	194	72
2	Planning, Statistics and Monitoring	4	4	0
3	Finance and Trade	48	27	21
4	Primary Education	1439	1085	354
5	Secondary Education	520	415	105
6	Health and social welfare	688	169	519
7	Works	13	11	02
8	Water	28	17	11
9	Community development	44	11	33
10	Agriculture, Irrigation and Cooperative	223	56	167
11	Livestock and Fisheries	210	17	193
12	Land and Natural resources	30	07	23
13	Environment and Sanitation	39	03	36
	Sections			
14	Information ,Communication and Technology	4	2	2
15	Procurement	5	4	1
16	Legal	2	2	0
17	Election	1	1	0
18	Internal audit	4	4	0
19	Bee keeping	2	0	2
	Total	3570	2029	1541

Source: Masasi District Council: Administration and Human Resource Department, 2016

Employees Distributions in Human Resource Department indicates that department requires 251 Employees to achieve its goals. However, there are 193 employees in this department making a deficit of 73 employees. The distribution of Employees is indicated in the table 2 below.

Table 2: Employees Distributions in Human Resource Department

SNo.	Designation	Establishment	Existing	Deficit
1	DED	1	1	0
2	Head of department	1	1	0
3	Human resource officers	5	5	0
4	Record management assist	12	7	5
5	Personal secretary	17	15	2
5	Office assistants	15	10	5
6	Drivers	15	11	4
7	Ward executive	34	17	17
8	Village executive	166	127	39
Total		266	194	72

Source: Masasi District Council: Administration and Human Resource Department, 2016

(i) Working Facilities

The department has inadequate of working facilities such as computer and its accessories and stationeries. Due to the duties of the department we require 43 computers. 4 in Human resource section, 2 for committee clerk, 3 computers in the District Executive Director Office and 34 in the Wards. Currently we have 5 Computers in the department, making a deficit of 38 computers.

The department need transport facilities to smooth operation of its daily activities. The department require 3 cars and 36 motorcycles for transport between the headquarter, Wards and Villages. 1 car for District Executive Director, 1 for Human Resource activities in the wards and villages and 1 for statutory meetings activities. For motorcycles, Registry activities and Ward Executive Officers require 2

and 34 motorcycles respectively. Currently the departments have 1 Car and 1 Motorcycle making a deficit of 2 Cars and 35 Motorcycles.

On communication, the Department uses the Human Capital Information System (HCMIS) to facilitate implementation of human resource activities such as hiring employee, transfer of employees, Promotion and any employee's changes of information. The system is facilitated by Epicor system. However when there is a problem in Epicor system HCMIS also cannot be used. HCMIS may also be supported by Internet system by using Cisco System VPN Client; hence installation of Internet system in the department would simplify the use of the system. Also the internet system facilitates the transfer of information between the council and other institutions.

The major Issues of Concern in this department are:

- Absence of Transport to Ward Executives leads to failure of fulfilling their responsibilities.
- The Ward Executives have no Motor cycles for smooth operation of their activities. The Council has 34 Wards and each Ward has at least three villages which are far apart. This lead to difficulties for Ward Executives to make Supervision in their Villages.
- Ward Executives Should be given Working Facilities and Computer and its accessories.
- Ward Executive Offices in the Council face shortage of Stationeries, Furniture's, and Computers .This cause delay of preparation of reports, absence of conducive Working environment, failure of keeping records and lead them to use their money for printing.
- Problem of keeping Wards and Village Executives at one Place of Work for more than 7 years.

- The Council is faced with the problem of providing transfer to its employees due to the expenses required to be paid during transfer.
- These Expenses are Subsistence allowance and Disturbance allowance. The council face this problem due to low income of the council.
- Facilitating Councilors to buy Motorcycles to assist them travelling between the Villages in the Wards and from the Wards to the Council Headquarter.
- Absence of Ward Executive and Village Executives Offices.
- The Council has 34 Wards but only 4 Wards has Ward Offices. Among 166 Villages only 8 Villages has Offices in the council.
- Absence of Houses for Living for Wards and Villages Executives.
- The Council has no houses for living Wards and Villages Executives. Even the Houses present in some Wards and Villages are not favorable to live employees. This led some Ward and Village Executive to live outside their villages.
- Shortage of Ward and Village Executives lead to the Problem of Supervision of activities in the villages.
- There is a shortage of 17 Ward Executives and 39 Village Executives. This cause non employee to be used as Village Executives which hinder implementation of Objectives.
- Presence of Unqualified Ward and Village Executives in the Council.
- The council has 17 unqualified Ward Executives and 109 Village Executives. This lead to ineffective implementation of their responsibilities for achieving their objectives.
- Lack of good employee's retention Policy.
- Retention Policy assists employees to stay in the Council and achieve their objectives. In this policy

2.2.2 Health Social Welfare and Nutrition

Health, Social welfare and Nutrition are among thirteen available departments in Masasi district council. The core function of the department is the delivery of health and social welfare services to community in the context of curative, preventive and rehabilitative aspects. The department has 169 employees of different cadres, these accounts 24.56 % of total required 688 staffs who are distributed as follows; - Medical Doctor 1, Health Secretary 1, AMO 3, Pharmacist 1, Lab scientist 1, assistant lab technologists 2, Nutritionist 1, Acting social welfare officer 1, Clinicians 35, Health Officers 1, Assistant Health officers 8, No 2, Nurses 44, ANO 15, Medical attendants 49 and Lab Assistant 5.

(i) Curative Services

The council has 46 health facilities which provide curative services in the area of Outpatient, Inpatient, Laboratory, Care and Treatment for HIV, Counseling and Testing, Diagnosis and Investigations, Reproductive and Child Health. Out of the total facilities, 1 is referral hospital, 4 health centers and 41 dispensaries. The existing health delivery points are owned by the following institutions:- 1 Hospital - Ndanda Roman Catholic, 2 Health centers - Public, 2 Health centers - FBOs, 30 dispensaries – Public and 11 dispensaries - FBOs and pure private. Majority of the health facility infrastructure are poorly structured and therefore needs major and minor rehabilitation. The construction of health facilities in Masasi district council is a great challenge because out of 166 villages, only 46 (27.7%) villages have health facilities. Indeed, the council has no government district hospital and many facilities lacks staff housing, electricity and reliable source of water supply.

The major health problems in the council are:- High Maternal Mortality Rate by 114/100,000, High Under five Mortality Rate by 2/1000, High Infant Mortality Rate by 4/1000, High Neonatal Mortality Rate by

9/1000, High prevalence rate of malaria by 39.04%, High prevalence rate of HIV/AIDS and STI by 3.5% and 2.0% respectively, shortage of skill mix staff of Human resource for health and social welfare at all levels by 75.44%, Low motivation of health workers by 25%, Weak institutional management capacity for health and social welfare services by 27%, Inadequate management capacity of emergency preparedness and response at all levels by 17%, Low community participation in health and social welfare promotion by 40%, High rate of patients with complications associated with traditional medicine and alternative healing practices by 35%, Shortage of clean and safe water supply by 71%, Shortage of health facilities infrastructure by 72.3% and poor infrastructure of existing health facilities by 13.6%.

In addition to the above health problems, deaths within the district are primarily caused by clinical AIDS 32%, pneumonia 10%, anemia 9%, uncomplicated malaria 3.4%, severe malaria 2.3% and Fractures 2%. The highly reported cases in outpatient department are malaria 52.9%, ARI 22.1%, diarrhea 7.0%. Pneumonia 6.4% and Intestinal worms 3.3%. Many cases of malaria are due to infrequent use of ITN's, hot weather condition, increased use of MRDT and some of the clinician there still diagnosing malaria using clinical approach.

(ii) Preventive services

These are crucial health services provided in health facilities and community level to prevent the community from getting diseases. The preventive service included in this category involves Immunization, Liquid and solid waste management, disease surveillance, nutrition, rehabilitative and social welfare services. The immunization services are provided in 42 health facilities and through mobile clinics and outreach program to access 16 hard to reach areas available in the whole council. The council has 137 (59.56%) gas cylinders, out of the 230 gas cylinders required for maintenance of cold chain system in vaccine storage. The immunization coverage for Penta Valent 3 and

OPV 0 decreased from 103.6% to 95.9% and 85.1% to 69.7% respectively. The decrease of coverage is caused by late coming to post natal care after the home delivery of the pregnant mothers.

Liquid and solid waste management is important intervention used to control the proper deposition of the generated solid and liquid waste in the community. The council has one oxidation pond at Ndanda area which is the final disposal of sewage from Ndanda referral hospital and its families. Majority of the solid waste in the villages are managed by using pit latrines, there is 107,281 (86.45%) toilets serving 124,091 households. Out of the total, 52,917 are permanent toilets and 54, 394 temporal toilets. The disease surveillance is done to monitor the trend of an outbreak diseases occurring in the community so as to prevent from entering into a large magnitude. The frequently reported notifiable diseases are malaria followed by dysentery, measles, typhoid fever, rabid animal bite, rabies and meningitis. An outbreak of dysentery in Sindano and Mkululu villages was caused by shortage of clean and safe water; break down of the water supply system and lack of adequate toilets in the general population.

Provision of better nutrition helps in building strong body immunity which later on prevents the body from getting infections. Vitamin A supplementation and de-worming activities are done under the umbrella of nutrition package. The prevalence of severe malnutrition and moderate malnutrition in the council is 1% and 21% respectively. The static rate of severe malnutrition and an increase of moderate malnutrition are highly contributed by presence of clinical AIDS. The rehabilitative and social welfare services are used to prevent complications from a specific underlying cause and severe stress. In access rate of health and social welfare services for Most Vulnerable Children and Elders is 64% and 47% respectively.

(iii) Transport and communication

The council, in health department has a total of 4 vehicles and 12 motorcycles. Out of the available vehicles 2 are running and 2 grounded. Despite of the few vehicles, the council has no ambulance in all health facilities which creates a great challenge in the management of referral cases. The department has a deficit of 5 vehicles and 16 motorcycles to conduct logistic supplies and distribution, supervision, referral management system and outreach services.

(iii) Performance in service delivery

Majority of the performance indicators revealed an increased result compared to previous years. This reflects a great commitment of the health care workers on the proper utilization of little resources provided to health, social welfare and nutrition department. The results are summarized as follows:- Timely completion and accurate submission of reports increased from (81.0%) to (100%), IPT 2 increased from 38.1% to 59.7%, Immunization coverage maintained national target by 95.9%, Couple year protection rate increased from 28.6% to 59.3%, Partographic monitoring increased from 51.3% to 69.9%, Post natal care within 7 days increased from 27.3% to 94.9%, ARV for PMTCT in pregnancy increased from 85.9% to 90.7%, Health facility delivery increased from 28.5% to 74.8%, The immunization coverage for OPV O decreased from 85.90% to 69.7%, PMTCT testing ANC decreased from 99.5% to 90.7%, CTC enrollment rate decreased from 10,944 to 3,260.

(iv) Issues of the major concern in health sector

Based on situation analysis and stakeholders views, the following issues need an intervention to be addressed in health, social welfare and nutrition: High Maternal Mortality Rate by 114/100,000, High Under five Mortality Rate by 2/1000, High Infant Mortality Rate by 4/1000, High Neonatal Mortality Rate by 9/1000, High prevalence rate

of malaria by 39.04%, High prevalence rate of HIV/AIDS and STI by 3.5% and 2.0% respectively, shortage of skill mix staff of Human resource for health and social welfare at all levels by 75.44%, Low motivation of health workers by 25%, Weak institutional management capacity for health and social welfare services by 27%, Inadequate management capacity of emergency preparedness and response at all levels by 17%, Low community participation in health and social welfare promotion by 40%, High rate of patients with complications associated with traditional medicine and alternative healing practices by 35%, Shortage of clean and safe water supply by 71%, Shortage of health facilities infrastructure by 72.3% and poor infrastructure of existing health facilities by 13.6%. High case fatality rate due to (clinical AIDS 32%, pneumonia 10%, anemia 9%, uncomplicated malaria 3.4%, severe malaria 2.3% and Fractures 2%), Inadequate gas cylinders for cold chain management by 40.4%, Low penta valent 3 and OPV 0 by 4.1% and 30.3% respectively, Shortage of toilets by 13.5%, occurrence of dysentery in Mkululu village, High prevalence of severe malnutrition and moderate malnutrition by 1% and 21% respectively, High in access rate of health and social welfare services for Most Vulnerable Children and Elders by 64% and 47% respectively, lack of ambulance vehicle, Dysfunction of vehicles and motorcycles, shortage of vehicles and motorcycles, Low enrollment rate to CTC and Low enrollment of CHF.

2.2.3 Land and Natural Resource

According to land act no 4, 1999; Land means anything above or below the earth surfaces excluding minerals, water and petroleum and gas while on the other hand natural resources means anything that people can use which comes from nature. A natural resource is often characterized by amounts of biodiversity and geo diversity existed in various eco systems. Natural resources are materials and components that can be found within the environment (which result from nature). A natural resource may exist as a separate entity such as water, air as

well as living organisms such as a fish, or it may exist in alternate form which must be processed to obtain a resource such as metal ores, oil, and most forms of energy. Department of Lands and Natural Resources deals with administration and pursuing development of the sections of the following sections: Lands Administration and Valuation, Town and Regional Planning Surveys and Mapping, Forestry, Wildlife. Overall functions of the department are:

- Allocation of plots and farms to different stakeholders from within and outside Masasi District Council.
- Keeping of land records of landowners
- Collection of land rent and other charges relating to ownership of plots
- Preparing Certificate of right of occupancy to land owners.
- Conduct assets valuation and compensation valuation for Masasi district council.
- Prepare valuation roll for property tax collection.
- To preparing Town Planning Drawings.
- Preparing District Land use framework plans
- To ensure co-ordination and systematic physical development
- To survey plots in urban areas and farms in rural areas.
- To survey the village boundaries.
- To prepare village land use plans.
- To receive and inspect planning consent for land developers and advise for granting building permit and change of use.
- Conserve forest resources.
- Administer sustainable utilization of forest resources.
- Conserve wildlife resources.
- Prevention of dangerous animals harming the villagers and vice versa.

- To provide awareness on laws and regulations regarding Land matters, Forest Conservation and Wild Animals protection.

Manpower is very vital in doing day to day departmental activities. The following table shows the actual demand, the current existing number and the deficit of department staff:-

Table 3: Existing Manpower and Demand

Staff	Actual demand	Existing staff	Deficit
Head of Department	1	1	-
Game officers	1	-	1
Game warden	4	1	3
Forest Officer	2	1	1
Ass.Forest Officers	3	-	3
Town planners	2	1	1
Surveyors	2	1	1
Technicians surveyors	2	-	2
Land officers	2	-	2
Assistant L/O	2	-	2
Valuers	2	2	-
Tech.Valuer	2	-	2
Cartographer	2	-	2
Document typist	1	-	1
Office supervisor	1	-	1
Office attendant	1	-	1
Total	30	7	23

Source: Masasi District Council: Land and Resource Department, 2016

(i) Urban Planning

Urban planning means the process of deciding what to do and how to do on land use matters so as to have controlled and sustainable land uses. The overall objectives of urban planning is to facilitate efficient and orderly management of land uses, promote sustainable land use practices, ensure security and equity in access to land resources, ensure public participation in the preparation and implementation of land use policies and plans and facilitate the establishment of a framework for prevention of land use conflicts.

The roles of Urban planning section in Masasi district is to control land development by preparing town planning drawings, prepare squatter upgrading plans, granting of building permits and preparation of village land use plans. This section has succeeded to Prepare 10 Town planning drawings with 2630 plots and Prepare village land use plans for 17 villages. These plans have to ensure that land and land resources are utilized orderly and sustainably.

(ii) Lands Administration and Valuation

Land administration means the way in which the rules of land tenure are applied and made operational whether formal or informal while valuation means the act of estimating or setting the value of something. The overall objectives of land administration is facilitate an equitable distribution of and access to land by all citizens, regulate amount of land that any one person or corporate body may occupy or use, ensure that land is used productively and that any such use complies with the principles of sustainable development. The roles of this section in Masasi district is to allocate plots and farms in urban and rural areas, issuing Certificate of Right of Occupancy (CROs) and customary certificate of Right of occupancy (CCROs), and undertake valuation for various purposes. The section has succeeded to grant 2497 Customary Certificates of Right of Occupancy (CCROs) and undertake valuation for compensation.

(iii) Surveys and Mapping

Land Surveying is the measurement and mapping of our surrounding environment using mathematics, specialized technology and equipments. The roles of Land Surveying and mapping in Masasi District Council is to survey plots, farms, village boundaries, to keep records of surveys and preparing deed plans.

However, the council has managed to survey 287 plots and 3400 farms.

(vi) Forestry

Forests are dominant terrestrial ecosystem on Earth and are distributed across the globe. Importance of the forests includes: home for wildlife, facilitate rain, conservation of water sources, provide medicine, and provides building materials and furniture and influence bio diversity conservation. Masasi district council is endowed with many forests with various tree species of importance including Mninga, Mbambakofi, Mipingo, Mkalati, Mgelegele, Mbalamwezi, Mipuga, Mivule and Migwina. The forests are unevenly distributed in the district as shown in the table below:-

Table 4: Reserved Forests

Name of reserved forest	Total in Ha	Supervised by	Use
Mbangara	29512	Central Gvt	Harvesting (Productive)
Nagaga	1651	District Council	Harvesting (Productive).
Kambona	29	District Council	Water reselve
Chemichemi	24.75	Lupaso Village	Water reselve.
Mtipitipi	35.616	Lupaso Village	Water reselve

Source: Masasi district council, Land and Resource Department, 2016

Table 5: Public Land Forests

Name of forest	Supervised by	Use
Lichehe Public Land Forest	Lichehe Village Council	This forest has many species of trees and is surrounded by 7 villages. It is for Harvesting (Productive) purposes
Nakachereni Public Land Forest	Lipumburu Village Council	This forest has many species of trees and is surrounded by 4 villages. It is for Harvesting (Productive) purposes
Chiwale Public Land Forest	Chiwale Village Council	This forest has many species of trees and t is for Harvesting (Productive) purposes

Source: Masasi district council, Land and Resource Department, 2016

The roles of the section is to administer development of forest resources by providing education on how to harvest and conserve and preserve forest resources, conducting patrols, collecting revenue by issuing harvesting permit so as to safeguard sustainable utilization of forest resources. It has managed to deliver the following: Facilitate and educate villagers on participatory forest management to 6 villages surrounding Nagaga Forest reserve and Collection of forest royalties.

(vii) Wildlife

Wildlife traditionally refers to non-domesticated animal species but has come to include all plants, fungi and other organisms which grow or live wild without being introduced by humans. It can be found in all eco systems: deserts, forests, rainy forests, plains, grass lands and most developed urban sites or have distinct forms of wildlife. The most pressing challenge in Wildlife sector of Masasi district Council is the inversion of dangerous wild animals such as Buffalo, Crocodile, Hippopotamus, Hyena and Elephant to the community. The main reason for inversion is the movement of wild animals through their

corridors between the two big game reserves (Niasa Game Reserve in Mozambique and Selous Game Reserve in Tanzania). The root-cause of inversion is the encroachment (establishment of settlements and Villages) of the community in corridors. Harming from these animals has resulted to injuries of 55 people and deaths of 36 people since 2009 up to 2016.

Land and Natural Resource is facing various constraints that are: shortage of staffs in all sections and units, shortage of fund and working facilities, existence of conflict between wild animals and farmers, existence of extensive bush fires, illegal harvesting of forest resources, growth of settlements in wildlife corridors, land use conflicts, presence of high rate of deforestation, lack of village land use plans, council properties, plants and equipments not valued regularly, absence of master plans of growing towns, absence of surveyed plots, absence of appropriate technology in bee keeping, high rate of injuries and deaths from wild dangerous animals, lack of title deeds to most of council's properties and absence of council valuation roll for property tax, unwillingness to contribute to development projects, fluctuation and delay of fund disbursement from the central government, intrusion of wild animals from the bushes to human settlements, rampant illegal harvesting of forest resources, presence of extensive bush fires, presence of poachers who use powerful equipments and invasion of reserved forest by livestock keepers from Ihifu.

2.2.4 Primary Education

Education is an important aspect as it leads to accumulation of human capital that is a key to sustained economic growth and improvement in quality and standard of life of all human beings. Primary education has been entrusted to supervise the overall planning, provision and management of pre- primary, primary education and Complementary Basic Education (COBERT). The District has 124 Primary Schools and

121 Pre – Primary Schools. In Primary Schools there are 46,104 pupils of which 22,470 boys and 23,634 girls. Pre – Primary Schools have enrolled 7,839 pupils where by 3,902 boys and 3,937 girls, this is due to government requirement that each primary school should have a pre-primary school. However, the enrolment rate have tremendously increased in this year due to the free education giving as it was directed by our 5th president of the United Republic of Tanzania. The overall functions of the department are:

- Accountability for the education performance of the Council
- Make sure that the necessary resources that school to facilitate effective teaching and learning are available in schools.
- Make close monitoring of curriculum implementation at it is assessments in order to identify and act on areas for improvement
- Monitor and evaluate the quality of teaching and standards of learning achievement for all pupils including those of special needs.
- Create and maintain an effective partnership with community /parents to support and improve pupils' achievements.
- Devise ways of motivating ,providing supporting, challenging staff to secure district education improvement
- Control education finance according to the stipulated financial rules and regulations

Primary education department has 3 sections that are: Academic Section, Statistic and Logistics, Section and Adult Education Section.

(i) Academic Section

The academic section performs all the functions and roles of the District Education Officer except some of the financial issues and

general administration. The following are the major roles and responsibilities of District Academic Officers.

- Coordinate and assist the administration of running National standard II and IV national assessment and standard VII national Examination.
- Assist the creation of effective subject teacher panels both for pre-primary and primary school
- Coordinate and effect sports and games training and competition in schools
- Coordinate setting of Mock Examination for standard IV and VII and keep academic records
- Coordinate teachers of guidance and counseling on HIV/Aids in schools
- Be a role model of effective and perfect classroom teachers

(ii) Statistic and Logistics Section

Statistics and Logistics section plays an important role of harmonizing teaching and learning materials in schools and other infrastructure and keep all necessary education data. The following are the major roles and responsibilities of SLO'S

- Enhance education expansion both in pre-primary and primary schools.
- Custodian of education data and records
- Determine the demand of teachers / Classrooms, offices and teacher's houses needed.
- Work out the demand of various teaching and learning materials needed in schools, order and furnish them.
- Keep various ledgers and logbooks used in education
- Assist in monitoring and Evaluation of Pre-Primary and Primary education
- Look after pupils welfare in schools
- Suggest the best ways of improvisation in schools.

(iii) Adult Education Section

This section provides knowledge and skills to adults, youth, and out of school children through different programmes. Under this section there are 5 sub sections namely District Audio-Visual officer, District Home Economic officer, District Education Technical officer, District Agricultural Education Officer and Special Education Coordinator. Below are the functions of the section,

- Coordinate all Adult and Non –Formal Education services at the council level.
- Monitoring and Evaluation of Adult and Non-Formal Education such as Complementary Basic Education (COBET) in the Council.
- Coordinate training programmes of Adult education Centers at Council level and recommend on the way of assessing standards of Adult Education
- Coordinate budget preparation and financial resources allocated to Adult and Non- Formal education Centers within the Council
- Collect and communicate Adult, Non – Formal and Continuing Education information including gender, environment related data at all Centers in the Council level.
- Coordinate literacy supporting Programmes and promoting mass education programmes such as rural libraries and Council newspaper.

2.2.4.1 Teachers Recruitment and Deployment

Currently there are 25 Ward Education Coordinators and 4 TRC – Coordinators who are qualified and experienced enough to monitor and supervise all Educational activities in their respective areas. In 2016, teacher pupils Ratio in Masasi District Council are 1:46. Thus according to the Ministry of Education regulation the Council needs a recruitment permit as the proper Ministry of Education Teacher pupils Ratio should be 1:45 for primary school, Although the situation is too

bad for pre –Primary school where by the Teacher pupils ratio is 1:212 instead of 1:25 as required by the ministry of education. However the Council has got a good and reasonable number of both male and female qualified and competent teachers for primary schools, as shown in the following table.

Table 6: Number Ward Coordinators, qualified and competent teachers and non-staff teachers

Title	Required	Available	Deficit
Ward Coordinators	25	25	0
TRC Coordinators	5	3	2
Teachers at School	1340	997	335
Pre-Primary School Teachers	344	37	307
Non-Teaching Staff	12		

Source: Masasi district council: PEDP Report, January - March 2016

Table 7: School Infrastructure and Furniture in Primary Schools

Items	Required	Available	Deficit
Classrooms	1340	711	629
Teachers House	1340	382	958
Desks	21583	21583	0
Pit Latrines (Pupils)	2082	1056	1026
Table	2600	1126	1474
Chair	2840	1198	1642
Cupboard	1638	270	1045
Shelf	1045	148	897
Store	248	30	218
Library	124	4	120
Water tanks	185	22	163
Septic tanks	124	4	120
Incinerator	124		124
Pit latrines(Teachers)	248	43	205
Pit latrines (for pupils with disabilities)	248		248
Pit latrine (for teachers with disabilities)	2		2

Source: Masasi district council: PEDP Report, January - March 2016

2.2.4.2 Enrolment Expansion

Masasi District Council has experienced an expansion in Pre-primary and standard one enrolment from year to year. An increase of standard one enrollment from 115% in 2015 to 123% in 2016 is promoted by the abolition of school fees and other financial direct contribution from parents/guardians to school, where by those cost are now catered by Capitation and Development Grants through "Elimu bure" (free education).

Table 8: Pre – Primary Enrolment 2014-2016

YEAR	Target Enrolment			Enrolled			%
	Boys	Girls	Total	Boys	Girls	Total	
2014	3224	3914	7138	3073	3328	6401	90
2015	3490	3701	7191	2965	3079	6044	84
2016	3385	3860	7245	3902	3937	7839	108

Source: Masasi district council: PEDP Report, January - March 2016

The standard I Enrolment 2014-2016 is indicated in the table below. The number of standard I enrolled in primary schools for the first time does not include the repeaters students.

Table 9: Standard I Enrolment 2014-2016

YEAR	Target Enrolment			Enrolled			%
	Boys	Girls	Total	Boys	Girls	Total	
2014	4156	3974	8130	3961	3716	7677	94
2015	3457	3772	7229	4231	4024	8255	115
2016	3901	3936	7837	4828	4786	9614	123

Source: Masasi district council: PEDP Report, January - March 2016

Table 10: Special school Enrolment

Stage/Std	Boys	Girls	Total
STD I-VII	66	53	119
STAGE I-III	103	46	149
TOTAL	169	99	268

Source: Masasi district council: PEDP Report, January - March 2016

2.2.4.3 Education Performance

The education performance in Masasi district Council is not good, the percentage number of pupils passes in standard seven National Examinations is below the National standard of 70% although the situation differs from year to year. The Council targeted to improve education performance from 53.2% to 70% in order to achieve that target the district officials make supervision and follow up in all 124 primary schools.

Table 11: Standard Seven Performances from 2013 to 2015

Year	Number of Candidates			Number of pupils passed			% Number of pupils passed
	Boys	Girls	Total	Boys	Girls	Total	
2013	2601	2949	5550	1040	1027	2067	37.2
2014	2436	2868	5304	1303	1407	2800	53
2015	2114	2505	4619	1132	1329	2461	53.2

Source: Masasi district council: PEDP Report, January - March 2016

Primary education sector is facing different issues of inadequate of classrooms, teacher houses and toilets, shortage of Pre primary Classes and furniture, inadequate of teaching and learning facilities for pupils with special needs, inadequate orientation of teachers on the improved curriculum, inadequate community involvements in school development issues, low teaching morale among teachers, lack of regular inspection in schools and shortage of pre –primary teachers leading to undesirable pupils teacher ratio of 1:25 to 1:212.

2.2.5 Secondary Education

Secondary education refers to post-primary formal education offered to persons who will have successfully completed seven years of primary education and have met the requisite entry requirements. Secondary Education Department is one of the departments among 13 departments in Masasi District Council. The department started in 2009 after Decentralization by Devolution done by the Central

Government. The department deals with implementation of Education and Training Policy, Education Act, Directives and Regulations in delivering of secondary education in schools as well as access and equity, quality improvement, human resource improvement, teaching and learning materials, management improvement, financial resources, utilization, achievement and constraints. Masasi District Council has a total of 27 secondary schools of which 1 of them is a private secondary school and 26 are government secondary schools. Enrolment in government schools is 7,604 students of which 4,167 are boys and 3,437 are girls. Enrolment in non-government secondary school is 477 of which all are boys. The total number of students in both government and private schools is 8,081 of which 4,644 are boys and 3,437 are girls.

Secondary Education department has the following aims and objective according to education and training policy of 1995.

- To consolidate and broaden the scope of baseline ideas knowledge, skills and Principle acquired and developed at the primary education level
- To promote the development of competency in linguistic ability and effective use of communication skills and in at least one foreign language.
- To provide opportunities for the acquisition of knowledge, skills, attitude and understanding in prescribed or selected fields of study.
- To prepare students for tertiary and higher education, vocational, technical and professional training
- To enhance further development and appreciation of National unity, identity and ethic, personal integrity, respect for and readiness to work, human rights, cultural and moral value customs, Traditions and civic responsibilities and obligation.

Access to education refers to the opportunities available to the target population to participate in that education whereas equity referred to

the fairness in the distribution and allocation of education resources to various segments of the society. Currently Secondary Education department has increased the enrolment of secondary school students from 7,177 in 2015 to 7,604 in 2016 .The table below shows enrolment of Students in Government in Private schools in the council.

Table 12: Students Enrolment

S/N	Owner	Schools			Number of students		
		Day	Boarding	Total	Boys	Girls	Total
1	Government	23	3	26	4167	3437	7604
2	Non Government	0	1	1	477	0	477
Total		23	4	27	4644	3437	8081

Table 13: Students' enrolment by Class/Form

S/N	Owner	Number of students														
		Form I		Form II		Form III		Form IV		Form V		Form VI		Total		
		B	G	B	G	B	G	B	G	B	G	B	G	B	G	T
1	Govt	1131	1247	1035	1187	482	463	514	540	452	0	553	0	4167	3437	7604
2	Non-Govt	152	0	118	0	104	0	103	0	0	0	0	0	477	0	477
	Total	1,283	1,247	1,153	1,187	586	463	617	540	452	0	553	0	4,644	3,437	8,081

Sources: Masasi District Council: SEDP II Report of the First Quarter of January - April 2016.

2.2.5.1 Expansion of Secondary Education and Quality Improvement

In order to have quality improvement, there is a need to improve teachers' effectiveness, ensuring availability of teaching and learning materials and provision of necessary support to teachers. Job satisfaction and the ability of teachers to perform well professionally are key factors in the maintenance of the quality of education. In Masasi, teachers have experienced low salary payment, lack of proper housing, inadequate teaching facilities as well as limited opportunities for professional development. Although there have been commendable improvements in some of these areas as a result of the step taken by the Government to alleviate the plight of teachers and the teaching professional, a lot should be done to enhance the professional and individual welfare of teachers as it was directed by the Education and Training Policy act of 1995 where by government shall ensure better terms of service and working condition for all teachers. Currently the demand of houses for the teachers is 376 while available houses are 141. We have the deficit of 235 houses something which contributes to poor performance of the teacher's. The table below shows situation of Infrastructures in secondary schools.

Most of the schools in Masasi district council lack electricity facilities. Only 12 schools are connected with the power among 27 secondary schools ,therefore students still use local light at the time of reading while others fail to have private studies after class hour. Secondary education department supervises ongoing different construction projects in Expansion of secondary education like construction of science laboratories, classrooms, toilets and teachers houses. Also the department has the project of upgrading three secondary school to be Advanced level secondary schools. The schools selected include Chiungutwa, Ndiwika and Chidya. The Council lacks money to accomplish the projects.

Table 14: School Infrastructures (buildings and furniture)

S/N	Type	Required	Available	Deficit	% of deficit
1	Classrooms	190	220	0	0
2	Teachers houses	376	141	235	63
3	Administration Block	26	12	14	54
4	Library	26	3	23	88
5	Physics Laboratory	26	26	0	0
7	Chemistry Laboratory	26	26	0	0
8	Biology Laboratory	26	26	0	0
9	Dormitories /Hostel	68	31	37	54
10	Dispensary	26	0	26	100
11	Kitchen	26	4	22	84
12	Stores	52	11	41	79
13	Dining Hall	26	4	22	84
14	Teachers Toilets	58	54	4	7
15	Students Toilets	339	301	38	11
16	Students Table	7,604	7,504	100	1
17	Students Chair	7,604	6,787	370	11
18	Teachers Table	376	232	144	42

S/N	Type	Required	Available	Deficit	% of deficit
19	Teachers Chair	376	244	132	39
20	Cupboards	245	69	176	72
21	Shelves	208	76	132	63
22	Beds and Mattress	1,712	1,072	640	37
23	Bench	140	110	30	

Sources: Masasi District Council: SEDP II Report of the First Quarter for January - April 2016

2.2.5.2 Human Resource

Secondary education Department comprises of the total number of 421 staffs whereby 5 staffs come from District secondary education office, 10 are Ward education coordinators, 376 teachers and 30 are non- teachers Staff. Among 376 teachers, 185 are graduate teachers and 191 are diploma teachers. Demand is 520 teachers, current we have 376 teachers with deficit of 144 teachers. The department faces the challenges of shortage of teachers especially mathematics and science. Efforts are made to improve teacher's effectiveness by attending subject seminars and attending long course programs (Diploma and Degree). Currently 30 teachers are attending long training courses.

Table 15: Teachers Demand and Deficit by Qualification

Level of education	Demand	Available	Deficit	% of deficit
Diploma	260	191	75	27
Degree	260	185	69	29
Total	520	376	144	28

Sources: Masasi District Council: SEDP II Report of the First Quarter for January - April 2016

2.2.5.3 Teaching and Learning Materials

Teaching and learning materials especially textbooks are inadequate in most of schools despite of the effort made by the government to solve

the problem by providing Capitation Grant in secondary schools in which 50% of it is used for textbook purchasing. The grant provided was unsatisfactory to purchase all required books and other learning and teaching materials whereby in Arts subject the ratio of text books is 1:3 and Commercial books the ratio is 1:5 in A level the situation are worse in most of all subjects where by the ratio of science books is 1:11, 1:4, 1:5, art books the ratio is 1:12, 1:6 therefore effort of the department will not be reached while there is a deficit of books as it was recommended to have the ratio of 1:1 where by one student is supposed to possess a single book in all subject. The table below shows a situation of distribution of books in District wise.

Table 16: Situation of books for the O level students

Subject	Requirements	Available	Deficit	Ratio
Basic Mathematics	7604	10645	-3041	1:1
Biology	7604	6720	884	1:2
Chemistry	3837	6681	-2844	1:1
Physics	3442	6871	-3429	1:1
English	7604	3265	4339	1:2
Kiswahili	7604	2734	4870	1:3
Geography	7604	2135	5469	1:2
History	7604	1883	5721	1:3
Civics	7604	1927	5677	1:4
Commerce	265	50	215	1:5
Book keeping	265	50	215	1:5

Sources: Masasi District Council: SEDP II Report of the First Quarter for January - April 2016

Table 17: Situation of books for the A level students

Subject	Demand	Available	Deficit	Ratio
Advanced Mathematics	898	294	604	1:4
Biology	413	102	311	1:5
Chemistry	584	56	528	1:11
Physics	470	165	305	1:3
English	80	188	-108	1:1
Kiswahili	97	50	47	1:2
Geography	607	51	556	1:12
History	239	40	199	1:6
General Studies	1005	68	937	1:15
Economics	230	55	175	1:5

Sources: Masasi District Council: SEDP II Report of the First Quarter for January - April 2016

2.2.5.4 Management Improvement

Seminars and meetings for school management to heads of school and members of school boards have been supported for smooth running of school. Although some school boards fail to control students and teachers discipline, academic and financials control in schools. Education and Training Policy of 2014 stipulated the school board is responsible for management, development planning, discipline and finance of institution/school. Regardless of policy stipulated the problem of truancy and drop out from January to April increased to the number of 209.

The secondary education department team has the responsibilities of visiting secondary schools at District level for the purpose of making follow up, monitoring and evaluates the teaching and learning processes. Despite of the effort made by the department still the department fails to visit several schools per year due to acute shortage of transport and financial problem. At least 10 schools are intensively

visited per year for academic follow up by using cars from other departments.

Despite allocating about 20% of the national budget to education more than 90% is used to finance salaries and other personnel emoluments. This leaves insufficient funding for complementary inputs including supplies, equipment and school maintenance. In order to facilitate the implementation of Education the Government should increase funds to schools for administrations and development of different activities. From January to April schools received the total amount of sh. 371,962,000.00 to cover school fees, school meals, and Capitation Grant. The money provided do not satisfy the needs for schools, for example the school with small number of students from January to April received only 135,450/= which is budgeted to facilitate examination, coordinating sports and games in school and to pay for the UMMISETA. Likewise sh.1, 155/= is provided for 3 meals for a single student something which is not satisfactory and still hinder performance of students in school.

2.2.5.5 Academic Performance

Poor performance in secondary education examinations in FTSEE, CSEE and ACSEE are contributed by the number of factors such as lack of equipment to secure test, printing and computers for consolidating examinations scores and acute shortages of teachers especially in the science and mathematics subjects. Many students are not able to do these subjects at all as most of students get marginal pass of Division IV or division 0. Generally, Masasi District Council has not yet reached the goals of Big Result Now (BRN) in scoring the rate of 80% in academic performance in 2013, 2014 and 2015 for both form four and form two National Examination. Poor English language proficiency; Language poses a key problem with regards to curriculum in Masasi. The sudden change of the medium of instruction from Swahili at primary level to English at secondary level affects the performance of students. The English language proficiency

of the majority of students is below acceptable levels and hinders their ability to do well academically and increasing their drop out and repetition rate. The academic performance in FTSEE has been increased yearly. The performance increased from 60% in 2013 to 96% in 2015. The performance decreased to 19% compared to the results of 2014 of the students passed their exams compared with the result of 2014. For three years the District did not meet the goals of Big Result Now (BRN) to reach the rate of 80%. The tables below shows the rate of performance to both A level and O level Students.

Table 18: National form two examination results for three years 2013, 2014 and 2015

YEA R	REGISTERED				PASSED				FAILED			
	B	G	T	%	B	G	T	%	B	G	T	%
2013	933	897	183 0	91	559	538	109 7	60	374	359	7 3 3	40
2014	683	600	128 3	92	630	551	118 1	96	20	25	4 5	4
2015	723	618	134 1	91	576	452	102 8	77	147	166	3 1 3	23

*Sources: Masasi District Council: SEDP II Report of the First Quarter for
January - April 2016*

Information from the table above shows rate of performance increased from 60% in 2013 to 96% in 2014.2015 the rate of results decreased from 96% to 77%.More efforts is needed to reach the goals of Big Result Now (BRN) of 80%.

National form four examination results for three years 2013, 2014 and 2015 shows that the rate of performance increased from 30% in 2012 to 45% in 2013 and 67% in 2014 although we did not met the goals. More efforts are needed so as to reach the goals of Big Result Now (BRN) of 80%.

Table 19: National form four examination results for three years 2013, 2014 and 2015

YEA R	REGISTERED				PASSED				FAILED			
	B	G	T	%	B	G	T	%	B	G	T	%
2012	70	43	1,13	97	26	71	33	3	34	33	71	6
	1	5	6		6		7	0	8	4	8	3
2013	65	49	1,15	96	33	18	51	4	23	26	50	4
	9	2	1		3	3	6	5	8	4	2	4
2014	51	28	798	10	34	17	51	6	14	10	25	3
	1	7		0	3	1	4	7	7	8	5	3

Sources: Masasi District Council: SEDP II Report of the First Quarter for January - April 2016

Information from the table above shows the rate of performance increased from 30% in 2012 to 45% in 2013 and 67% in 2014. More efforts are needed so as to reach the goals of Big Result Now (BRN) of 80%

For the national form six examination results for three years 2013, 2014 and 2015 information shows that the rate of performance increased from 95% in 2013 to 98% in 2014. And 99% in 2015 .For the three years the goal of Big Result Now (BRN) of 80% was reached regionally.

Table 20: National form six examination results for three years 2013, 2014 and 2015

Year	Present	Grade I	Grade II	Grade III	Grade IV	Grade 0	%	Region Position	National Position
2013	441	0	29	335	57	20	95	4/5	236/329
		0%	10%	74%	13%	4%			
2014	380	1	51	259	61	5	98	4/5	225/265
		1%	13%	68%	15%	4%			
2015	421	35	125	214	43	4	99	¾	182/265
		8%	30%	51%	10%	1%			

Sources: Masasi District Council: SEDP II Report of the First Quarter for January - April 2016

Secondary education is facing various problems which are: Lack of funds to purchase building materials for unfinished buildings; acute

shortage of transport and transportation facilities for smooth Education implementation; inadequate teaching and learning materials, big problem of drop out and truancy, deficit of teachers incentives, lack of food rations in schools, most of the parents don't value education, in adequate of tools for student with physical impairment, deficit of electricity, Fire extinguisher and water supply, deficit of infrastructures; Buildings-Teachers houses ,girls Hostels, toilets, staff offices, laboratories, beds, deficit of learning and teaching materials, deficit of Science and mathematics teachers, deficit of non teachers staffs, in adequate of A level schools and classes, deficit of in-service Training of teachers, deficit of enough compassion of school fees, deficit of school supervision from school board, lack of transport for school supervisions and shortage of Capitation Grant.

2.2.6 Water

Water is an essential product for all human beings, plants, insects, and animals. Availability of foods, good environments is possible when sustainable water is available. Water supply scheme is the system that transporting water from the sources which water surface from rivers, lakes and ground water are from springs and wells. Then supplied through pipes by gravity or pumping system in order to provide sufficient access to safe and potable water to the society. According to the National Water Policy of 2002 directs that the community to access water in a minimum distance of not more 400m walking distance. The water department in Masasi District Council has only 17 staffs in place out of 28 staffs required to run the department. The water department is lacking a total of 11 staffs to compliment the department establishment; The Council has 166 villages and has a total population of 260,753 people according to the National census of 2012.

The broad rural water supply sub-sector policy objectives are to improve health and alleviate poverty of the rural population through

improved access to adequate and safe water. The specific core businesses of water department are:

- To provide adequate, affordable and sustainable water supply services to the rural community
- To define roles and responsibilities of various stakeholders
- To emphasize on communities paying for part of the capital cost, and full cost recovery for operation and maintenance of services as opposed to the previous concept of cost sharing.
- To depart from the traditional supply-driven to demand-responsive approach in service provision.
- To manage water supplies at the lowest appropriate level, as opposed to the centralized command control approach,
- To promote participation of the private sector in delivery of goods and services.
- To improve health through integration of water supply, sanitation and hygiene education.

Recently, the Council has 4 gravity scheme water projects where by 2 of them are functioning and 2 are not functioning, 37 number of boreholes where by 32 are functioning and 5 are not functioning, Medium boreholes are 33 where by 26 are functioning and 7 are not functioning, 25 number of shallow wells where by 18 are functioning and 7 are not functioning, Also there is a permanent river namely Ruvuma river, the project is well designed and is under construction. Out of 17 COWSOs formulated 12 are working and 6 are not working.

Basing on the existing projected total population to date is 273,602 people where by the Council would need a total of 10,430,120 liters to save community; However, the available quantity of water today is 4,115,060 liters equivalent to 48% of the District coverage. Recently there are 412 number of water points which are saving 102,877 people in a distance of not more than 400 meter as per water policy of 2002 and 109 water points are under construction. The remained number of

people 170, 725 access water from unimproved water sources. Most water project in Masasi District have no treatment plants thus result community use untreated water. Also some of water sources contain salts mostly water from boreholes which discourage the users.

The department is facing the issues of major concern that are: Staff working tools including safety site equipment, water infrastructures sabotage by the community, agricultural activities near water sources, deforestation and bush firing near water sources, less response of community to contribute water at domestic water services, low flow of funds from central Government which lead the project to take long time to be completed, lack of education to community about ownership of the project after being completed, political interference to the water policy and regulations which hinder the sustainability of the project. and lack of education about rain water harvest to the community.

2.2.7 Community Development Gender and Children

Community Development, Gender and Children department is made up with seven (7) units including; Community Development, Women Development and Gender, Youth, Research, Statistics and Planning, Children, NGOs and CBOs coordination, Community response on HIV/AIDS. The department has a total of eleven Community Development Officers where three are located at Ward level and eight are at District level leading the units. According to the community Development Policy the Government has to recruit one Community Development Officer in each Ward. All community development officers have job description. The cores functions of the department are:

- To interpret community development sectoral policies and guidelines and transform into action for sustainable development.
- Community social preparation to engage on socio economic Development through participatory planned change.

- To equip community with knowledge, attitude change and skills towards sustainable development (KAS) including combating the epidemic diseases (HIV/AIDS and other diseases)
- Facilitation process through various profession skills including; Using various methods of development process (O & OD/ PLSD, PRA, SWOC Analysis, Participatory Research, write ups methods, constitution development methodologies, entrepreneurship skills, animation skills, strengthening women and Youth participation on socio economic development initiative, leadership skills management, community mobilization skills, lobbying and advocacy.
- Strengthening Networking with Local and external organization to support community Development program initiatives.
- Supportive monitoring and supervision
- To promote community development creed that; to go where the people are, live with them, learn from them, identify development priorities with them, plan with them, look together for resources to implement with them, collaborate with other sector experts to implement the plan, later the people manage their project themselves, evaluate together with the people

Based on department cores functions, the prevailing situation is tendered to average service delivering to community, this is due to a number of reasons including shortage of staff; According to 1996 community Development Policy the Government has to recruit one Community Development Officer in each ward. Currently the department has only eleven (11 including head of department) Community Development Officers of which three of them are located at Ward level and eight at District level. Since the District Council has 34 wards, only 3 wards has Community Development Officers; 31 wards lack community development officers and two (2) technician for Building, construction and training unit, leading to discrepancies in supporting community development programs at ward and village level

resulting to low quality of products, this is due to inappropriate technologies skills caused by the shortage of Building, construction and training staff.

The district has 34 wards, 166 villages and 889 hamlets; in this regards all villages lack quality village plans and thus they cannot strive for village socioeconomic development agenda in the District, although in 2003 the villages were being facilitated to develop village plans through O & OD methodology. Since then no technical support made to update village plans. With Community Development recruitment at Ward level they could pray their role to equip community be aware with sustainable development programs and their situation.

Without quality village plans, sustainable development initiatives can't be attained and thus syndicate of dependency syndrome of the people which is a revise to socioeconomic transformation. In real situation, there is no doubt that, the people of Masasi District Council are living under extreme poverty, the per capita income is estimated to be Tshs 750,000/= per annum per person. The income is totally not satisfactory for basic human consumption/ needs. The need to reduce income and non income cannot be underestimated. The department is divided into seven units which are: community development unit, women development and gender unit, youth development unit, children development unit, research, statistics and planning unit, civil societies coordination and HIV/AIDS coordination unit

2.2.7.1 Community Development

The unit is head by one Community Development Officer; the major role of the unit is to perform various duties including social preparation through consciousness raising process to engage community to participate effectively and efficiently on socio economic development process in all 166 villages. According to 1996 Community development policy, the unit is assisted by ward community

development officers (CDOs) to facilitate communities on effective participation in development programs, also the community become part and parcel of identifying, planning, implementation and monitoring of development programs within the wards as well as village level. However as it was discussed before, only 3 (8.8 %) wards out of 34 have CDOs which lead to ineffective and inefficient quality services delivering to community development process in all 31 wards. Due to absence of CDOs in 31 wards, most of villages do not engage to participate, execute excellently, own and sustain their development plans, the result, villages become none self reliant, are built upon dependency syndrome rather than self-organizing village.

2.2.7.2 Women Development and Gender

The unit is headed by one CDO at district level. The major role of the unit is to promote gender balance using various community development methodologies including various skills e.g lobbying and advocacy skills and others, Make sure all planning agents or Institutions mainstreams gender issues in any development plans and executes, Also the unit is responsible to empower women in socio economic development; particularly linking and providing soft loans to women groups, build capacity on entrepreneurship skills, coordinate women development fund (WDF) by using WDF fund guidelines. Facilitating Women and Community become aware on their rights by using 2003 Gender and Development Policy. Regarding the National policy and guidelines, the council requires allocating 5 per cent from its own source revenue to support women development initiative in each year. In practice, from 2013 to date the council has been disbursed a total of Tshs 92,240,000/= to 70 women groups as shown in the table below.

Table 21: Beneficiaries of WDF from 2013/2014 to 2014

Type of fund	Year	No. of beneficiaries	No. of Community Based Organizations	Loan Disbursed
WDF	2013/2014	236	16	14,340,000
	2014/2015	251	19	15,400,000
	2015/2016	517	35	62,500,000
Total		1004	70	92,240,000

Source: Masasi District Council: Community Development Report 2016

Despite the fact that the District Council strives to support economic groups, yet there is a limited funds to meet the group's requirement, and also the Council has no community banks friendly with productive women groups (Soft loans Support bank), rather there are financial institutions such as CRDB, NMB, Postal Bank and microfinance which provide loan in high rate (average more than 17 percent) also with many conditions, compared to the Council WDF and YDF rate of 10 per cent per annum.

In the year 2015/2016 out of 43 groups requested soft loans amounting to Tsh. **163,931,000/=** only **35** groups succeeded to get soft loan amounting to Tsh. **62,500,000/=**. Before disbursements of loans to women economics groups the council has to provide entrepreneurship training so as to assist proper management of identified projects. However sometimes the council can't manage to train due to limited funds, although other stakeholders (MAWODEA, KIMAS, and CCT) take charge and assist to make sure some recipient groups are trained.

2.2.7.3 Youth Development

The unit is headed by one CDO at district level. The major role of the unit is to enhance youth development initiatives including effecting planed change. Youth Development policy (2007), specify the

important of strengthening socioeconomic development to youths including; build capacity on life skills, Vocational skills, entrepreneurship skills to youth economic groups. Coordinate Youth development fund (YDF); using YDF fund guidelines. Regarding to the national policy and guidelines the council requires allocating 5 per cent statutory fund from its own source revenue for youth economics groups programs and enhance youth sustainable development programs including linking with various development organization, Ministry responsible to youth and International Labour Organisation in assisting remedy with socio-economic poverty. Since 2013 to date the council has disbursed a total of Tshs 72, 320, 000/= to 49 youth groups as shown in the table below

Table 22: Initiative to support youth from 2013/2014 to 2015/2016

Type of fund	Financial Year	Number of beneficiaries		Total	Number of CBOs	Loan Disbursed
		Male	Female			
YDF	2013/2014	46	71	117	8	6,550,000
	2014/2015	52	75	127	8	7,500,000
	2015/2016	141	300	441	33	58,270,000
Total		193	375	568	49	72,320,000

Source: Masasi District Council, Community Development Report, 2016

The effort of the district is to support youths aged 15 to 35 years using various programs. Despite the fact that the council strives to support economic groups yet there is limited funds to meet the group's requirements, other financial institution (CRDB, NMB, SACCCOS, PRIDE) their interest rate is higher compared to the council, more than seventeen thousand. In the financial year 2015/2016 out of 42 groups requested soft loans amounting to Tsh.224,639,500/= only 33 groups succeeded to get soft loan amounting to Tsh. 58,270,000/=. Before disbursements of loans to youth economics groups the council has to provide entrepreneurship training to give capacity to identified group

sustains their economic projects. However, due to financial implication, entrepreneurship training not properly done. Regarding the 2007 development policy the council has to support youth development programs including entrepreneurship, vocational skills, behavioral change communication skills, life skills.

However, due to good cooperation, through Masasi Youth Development Network (MASAYODEN) in 34 wards, youth undertake various programs to support government initiative including life skills programs, although 34 wards does not have active youth community centers meant at promoting youth programs including youth friendly activities both to in schools and out of school candidates. In the process of livelihood, a Child or Youth undergo various steps in the growing process, they are supposed to join pre schools, primary, secondary, Form six and tertiary schools and complete as per curriculums; more worse is to standard seven leavers, they complete while they are young between 14 years, the foremost challenge is from those who fails to join standard one. Again the question comes from standard seven leavers as to whether they are able to enter the world of work; The Children law (2009 Child Act) denies under 18 to access to an employment, does the policy indicate and force directly for standard seven leavers to join vocation education? The answer is upon the decision or discrete of parents/guardian or government to send for vocational knowledge and skills. Still Pupils lack technical knowhow; there is number of standard seven who does not continue with secondary education remain idle without skills, these are young and youths.

Table 23: Pupils completed standard seven attempted examination from 2012 to 2015

Year	Number of Pupils who completed			Number of Pupils Passed			Number of Pupils Failed		
	M	F	Total	M	F	Total	M	F	Total
2012	3509	4090	7599	1459	1458	2917	2050	2632	4682
2013	2601	2949	5550	1040	1027	2067	1561	1922	3483
2014	2436	2868	5304	1303	1407	2800	1133	1461	2594
2015	2114	2505	4619	1132	1329	2461	982	1176	2158
Total	10660	12412	23072	4934	5221	10245	5726	7191	12917

Source: Masasi District Council, District primary education quarterly report
Jan- March 2016

From 2012 to 2015 pupils who completed standard seven and failed to continue with secondary education was 56 percent, because of risk plan some pupils remain idle in the street without vocational skills hence increases number of dependency populations in the National. The role of the unit and department is to find remedy to combat the challenge.

2.2.7.4 Children Development

Under this unit the major role is to make sure that children rights are observed and obeyed by all members of the community, ensuring all members of the community understand the 2009 children right as stipulated in Child Protection Act No .21 of 2009. According to 2009 district council identification process the number of most vulnerable children is estimated to be 6049 children of which 4016 are female and 2003 are male. The number of Most Vulnerable Children is increasing daily due to divorce, prevalence of HIV/aids, poverty, child abuse etc which is common situation in the council area of jurisdiction. The unit in collaboration with other stake holders tries to provide supports in kind to Most Vulnerable Children to enable them to acquire basic needs such as food, shelter , education and ,healthy services. In the

year 2015/2016 the Council expended about a total Tshs 13,438,000/=to support 257 Most Vulnerable Children on school materials, school fees, uniforms and shoes. Increasing dependency number causes requirement rate, hence most of MVCs to remain without support due to limited funds capacity of the council and stake holders. Initiatives have to be designed and planned to strengthen children rights in collaboration with Children, parents, guardians, and other stakeholders. Children issues is the crosscutting every member has to participate effectively combat challenges.

2.2.7.5 Research Statistics and Planning

The Research, Statistical and Planning are headed by one Community Development Officer, its major role to undergo socio-economic participatory research and Survey, analyses, compilation and use of information. Among other duties, in year 2014, the department conducted survey concerning extent of challenges facing gender specifically women economic groups. On view of survey, it was revealed that, most of economic groups lack entrepreneur skills, knowledge of branding, packaging and markets. Evidently, the following table shows the results obtained from the survey shown the table.

Table 24: The level of knowledge and best performing in economic based activities

Items	Entrepreneur	Branding	Packaging	Market
Yes	6.96 %	4.35	20.88	20.88
Little	17.4%	9.57	45.24	45.24
No	51.33%	61.77	9.57	9.57

Source: Masasi District Council, Community Development Survey, 2014

From the table above it shows those Women economic entrepreneurs faced with problems of branding, packaging and marketing which lead to low income which cannot increase Women income level for the

sustainable development, the council and the stakeholders must strives to help women economic groups to overcome the challenge.

2.2.7.6 Civil Societies Coordination

The unit is headed by two Community Development Officers. The main function of the unit is to coordinate and monitor the Civil Societies (NGOs, CBOs and FBOs). The 1996 community Development Policy insist on concerted action not only with development partners but also with council local and National NGOs, CBOs and FBOs. Also NGOs Policy 2001 and NGOs Act No 24 of 2002 stipulate the role of NGOs to perform their role to strengthen Community programs, to compliment Government efforts to Support the local communities. Despite the low capacity of some of stakeholders the council has benefited from some civil society organization such as Aghakan foundation, CCT, KIMAS to mention a few in the aspect of strengthening capacity building, materials support to development projects.

However some local organization (CBOs, NGOs) lack capacity (Financial material, human resource) efficiently and effectively. In some CBOs their registration is under Home affair, while some CBOs are critically local community based organizations, of which its recognition has to start from village government, Village Council, Ward level, there after become identified by district level. This type of organization is local based and recognized. The council needs to formulate bylaws to recognize local CBOs by law to operate programs mandatory. Low knowledge of Local Community based organizations in some areas eg on how to develop CBO constitution results to un organize and stable group and therefore weak programs.

Programs which has been executed by some stakeholders benefited large number of population in the District Council Community in terms of Resources mobilization and socio economic support Income

Generation and informal savings ,better market linkages, support and services for children needing child protection, Food security, Education, Poverty alleviation, etc. The council needs a big support to provide better and excellent services to her people and this could be done by CSOs and partners at large. Our local SOS needs to be appreciated in terms of human resources and financially.

2.2.7.7 HIV/AIDS Coordination

The unit is concerned with community response on HIV/AIDS issues in the community. About 98 percent of people in the community know about HIV/AIDS, the way how it is transmitted but the rate of transmission is increased daily. The council strives to enhance community response through various methodologies such as community sensitization, mobilization, village assembly and focus groups discussion. The council in collaboration with other stake holders such as TACAIDS supports different HIV/AIDS intervention such as supporting People living with HIV/AIDS, support to Most Vulnerable Children. In supporting these groups PLHIV and MVC supported food, seed money school materials, uniform and shoes. In these aspects the council has been allocating funds from its own source budget as to support the initiative.

From Year 2012/2013 to 2015/2016 the council allocated about Tshs 60,000,000/=. Unfortunately the amount allocated sometimes is not released due to other adhoc. This are challenges which leads to dependency syndrome of National Multi sect oral NMSF from TACAIDS, as a results community response initiatives fail to reach the community at high level. According to 2001 HIV/AIDS policy there should be Ward Multisectoral Committees in every ward and Village multisectoral Committees in each village who strive. However in real sense most of WMAC. Being inactive, Village Multi sect oral Committees, results at all HIV/AIDS intervention become complicated. Efforts have to be made to mark HIV/AIDS Zero, Stigma zero.

HIV/AIDS is no longer health issue it is community reflection issue. The following are the issues of major concern affecting community development gender and children department:

- Lack of entrepreneurship skills to CBOs
- Lack of appropriate technology to some groups.
- Inadequate education to engage leadership based on gender to some socio
- Absence of community youth development centers at ward and village level.
- Lack of community development officer at ward and village level
- Lack of lobbying and advocacy NGOs/CBOs to promote gender
- Unavailability of market for product produced by community groups
- Lack of community banks
- Absence of Council HIV/AIDS Funds
- Absence of children baraza at ward and council level
- Limited community awareness on gender issues
- Low capacity of CBOs on developing constitution
- Lack of leadership skills among elected community leaders
- Poor community participation on decision making
- Lack of quality village development plans
- Lack of supportive and monitoring on community programs
- Poor serving strategies
- Extreme poverty of the community
- Low work performance in the department of community development.
- Low work performance by Para social workers at villages.
- Lack of out and in school talent programs

2.2.8 Works

Works department is the local government unit established under Circular Na. of 2013 intending to handle all works activities in local government authorities. The department is supposed to employ 13 staffs to execute the intended objectives; currently the department has eleven (11) staffs out of 13 staffs required. In order to implement its duties, works department has a number of strategic areas where new investments are inevitable in transformation process. Masasi district council is obliged to improve and develop its road networks and building infrastructures. Apart from these works department also engaged with Inspection of Council cars, installation, inspection and maintenance electric infrastructures to Council buildings.

The core business of works is to increase quantity and quality of social services and infrastructure in the district by ensuring all road networks are accessible and improved through construction of new transportation infrastructure, building structures, maintenance of existing structures and provision of technical advices in construction activities such as: to prepare yearly road construction and maintenance budget, to co - ordinate and supervise road construction and maintenance works, to innovate, co-ordinate, construct and maintain council building infrastructures. To innovate, construct, supervise and development of bridges and culvert within district council road network, to prepare quarterly and annually council progress report.

2.7.8.1 Road network

The existing situation of Masasi district council road network in most of areas is accessible by community and it helps them to travel within their villages and to the District centre. Also it helps them to transport their crops from different location to the market centers. Masasi district council has a total length of road network of 1,437km which are gravel and earth roads. This network comprises district and feeder roads. Out

of 1,437km road length 255km are district roads and 1182km are feeder roads.

Out of 255km of district roads 66.8km are gravel roads and 188.2km are earth roads. The conditional analysis of district roads is described based on standards. The District has a total of 66.8 km of grave road about 18 km are in good condition, 36.4 km are in fair condition, 12.4 are in poor condition. Also the District has a total of 188.2 km of earth road where 86.5 km are in good condition 10.8 km are in fair condition and 90.9 km are in poor condition. On feeder roads out of 1,182 km of feeder roads 39.2km are gravel roads and 1,142.8km are earth roads.

Table 25: Feeder road conditional analysis

Description of road	Good (km)	Fair (km)	Poor (km)	Total length (km)
Gravel	0	0	39.2	39.2
Earth	154.8	102.9	885.1	1182
Earth roads requires fill materials	0	0	500	500

Source: Masasi District Council, Works Department, 2014

2.2.8.1 Road Structures and furniture

Masasi District council is not only involved in road maintenance activities but also constructions of road structures and road furniture. There are 9 concrete bridges and 3 steel bridges, 13 vented and solid drifts and 317 culverts crossing seasonal and permanent rivers and small streams crossing the road networks. Also there are seven big rivers which need constructions of 7 new bridges. The presence of these structures enables to be accessible throughout the year. Also there is seven big rivers which needs constructions of 7 new bridges.

Table 26: Structural inventory condition analysis

Description of structures	Good	Fair	Poor	Bad	Under construction	Total
Concrete Bridges	0	5	4	0	0	9
Steel bridges	2	0	0	0	1	3
Vented drift	2	7	0	0	2	11
Solid drift	0	1	0	3		4
Culverts	81	120	120	62	2	317

Source: Masasi District Council, Works Department, 2014

On road furniture, most of road networks have no standard road furniture (Bridge sign, and symbol, speed control limit sign, road humps, road weight sign and passengers bus stand) and right of way as per requirements of Tanzania Road policy.

Table 27: Conditional analysis of road furniture

Description of road furniture	Number of road furniture available	Number of road furniture needed	Deficit
Bridge & culvert sign	8	344	336
Speed control limit sign	16	216	200
Road weight sign	0	36	36
Passenger bus stand	16	166	150
Right of way (ROW) concrete bicon.	200	1,437	1,247

Source: Masasi District Council, Works Department, 2014

Apart from transportation infrastructure road network there are existing drawbacks which are:

- Presence of sand and black cotton soil results to unsustainable road network which require frequent maintenance.

- Occurrence of floods caused by heavy rainfall results to destruction of road networks and structures.
- Existing of old road structures which results to difficult accessibility of roads i.e. culverts
- Most of road drainage system fails to discharge rain water away from road networks due unfavorable terrain which results rain water to spread on road surfaces and causes road erosion.
- Procurement of incompetents' contractors for exaction of road projects which results to underperformance during implementations of the projects.
- Delay of fund disbursement from central government for implantations of road projects which results delay of implementation of intended projects.
- Lack of standard road furniture and right of way in our road network which leads to road accidents and difficult during upgrading of road network.
- Existing road network of 1,437km length is not sufficiency to cover all villages of about 2,000km length coverage which results to inaccessibility of road network to some villages.
- Lack of construction equipments like power grader, excavator. Water bouzer and roller which results to fail in implementation of road maintenance on time.
- Insufficient supervising car from 3 to 1 which results in failure to make close supervision of projects.
- Insufficient bridges in road network which results to inaccessibility of some villages to transport their crops and goods from one place to another and to the market centers.

2.2.9 Planning, Statistics and Monitoring

Planning, Statistics and Monitoring Department was established by the Act of 1982, No.7 of Local Government. The purpose of the

department is to coordinate and supervise all development activities of the council to ensure the services are well delivered to the intended community. The department requires four staffs (1 HoD, 2 Economists and 1 Statistician), However, the department is filled with all posts as instructed by the working instruments. Core Functions of the Department are

The department by its establishment Act has an obligation role to perform the following goals: Preparation of Budget and Annual Action plans, To collect, process, analyse, interpret and compile socio and economic data. Monitoring and review of the implementation of plans and budget, Plan, Organize and make follow ups of different execution projects. Assist national planning at grassroots through conducting a participatory rural appraisal and O&OD methodologies. Formulation of local guideline and directives at the council level.

Basing on the current situation, planning department is still using PRA, O&OD methodologies as a planning tool for community initiated projects and all other development projects in the District.

However, the department has not fully managed to execute the planning methodologies as it is stated above due to financial constrains. Issues which affect the business of the department: are:

- Inadequate fund for monitoring, supervision and evaluation,
- Absence of reliable means of transport for effective project monitoring and supervision, overseeing the execution of plans schemes.
- Insufficient knowledge on monitoring and evaluation technique.
- Delay disbursement of fund from central government which leads to timely delay of project completion.
- Top down approach advocates implementation of unplanned activities.

- Insufficient knowledge on using local government operating systems to produce different reports.
- Low staff motivation and fringe benefits.

2.2.10 Environment and Solid Waste Management

Environment includes the physical factors of the surroundings of human beings, including air, land, water, climate, sound, light, taste, micro-organism, the biological factors of animals and plants, cultural resources and the social economic; factor of aesthetics and includes both the natural and the built environment and the way they interact. It is the new department which was introduced in 2011 for local government but started to work in 2014 at Masasi District Council.

Overall functions of the Department are:

- Ensuring the enforcement of Environmental Management Act 2004
- Advising the environment management committees to all Matters relating to environment and solid waste management.
- Promoting environmental awareness to the community on the protection of the environment and the conservation of natural resources;
- Gathering and managing information on the environment and utilization of natural resources in the area;
- Preparing periodic reports on state of the local environment;
- Monitoring the preparation, review and approval of Environmental impact assessments for local investments;
- Reviewing by-laws on environmental management and on sector specific activities related to the environment;
- Ensuring the collection, storage, sorting and transportation of solid wastes and cleaning of buildings, open spaces, roads and drainages

- Ensuring the sanitary disposal of solid waste and dumpsite management

The department has only three (3) staff members who are all allocated at the District headquarter. However, the Environmental Management Act of 2004 requires every ward and village to have Environmental Management Officer. The actual demand is 39 staff for all local levels and headquarters. The department doesn't have enough facilities for conducting day to day activities. These facilities include vehicles, computers and motorcycle which do not comply with needs and demand for smooth operationalisation of department activities.

2.2.10.1 Environment

One of the functions of this unit is to ensure environmental conservation and biodiversity management. Environmental conservation and management in Masasi District Council is still encouraging because the area is still occupied with natural forests and arable and fertile land for different productive activities such as agriculture. Cashew nut plants have been the resources which discourages desertification in many areas. Another function of Environment unit is to ensure the pollution control of land, water, air and sound. Masasi District Council has been facing the problems relating with pollution of land, water, air and sound which are influenced by the following factors of deforestation, shifting and over cultivation, small mining activities, bush fires, use of pesticides and insecticides.

The last function of Environment unit is to ensure enforcement of the conduction of Environmental Impact Assessments to all implemented development projects in the Council. There are more than 50 projects implemented in Masasi District Council but only 6 projects namely *Ndanda Water Springs, Lulindi Water Springs, Nanganga Petrol Station, Drumax Construction Limited, Laboratory Building at Ndanda*

Referral Hospital and Abbey Water Springs have been conducted Environmental Impacts Assessments and their Environment Assessment Statements have been taken to the Minister of Environment for approval.

The Council has been taking efforts to make sure that environment is conserved and managed. These efforts include: To cooperate with local government leaders especially village and ward leaders and officers to supervise the community on environmental conservation and management. To use few staff members available to provide awareness to the community on environmental conservation and management. To provide technical advice to the project proponents on conduction of Environmental Impacts Assessments for the intended projects. To use few resources available to enforce the implementation of Environmental Management Act 2004. Despite of these efforts which are taking place, there are still alarming activities which endanger the environment and natural resources. These activities include natural and manmade activities such agriculture, mining, bush firing and timber production.

Masasi District Council has been implementing tree planting campaign. A variety of trees such as wood, crops and trees for gardening have been planted and maintained. A total of 977,389 trees have been planted since January 2016 to April 2016 at the levels of households, government and non-government institutions. This campaign is a continuous process and its aim is to plant more than 1,500,000 trees per annually.

2.2.10.2 Solid Waste Management

The main function of this unit is to ensure cleaning of all buildings, open spaces, roads, and drainages; solid waste collection, transportation and storage and sorting and disposal of solid waste as well as dumpsite management. Masasi District Council enforces the

implementation of solid waste management at all levels in the council. Last Saturday of each month is the special day for cleaning the environment. All people including households, community leaders and government officers are encouraged to participate in cleaning the environment. The households and all institutions are emphasized to have rubbish pits for solid wastes storage. Masasi District Council produces the average of 1,488 tons of solid wastes per annum. The produced solid wastes are backfilled in the rubbish pits/land. Every household must have a rubbish pit. There are more than 68,000 households in Masasi District Council and only 40% of these households have rubbish pits. Masasi District Council has a lack of solid waste dumping sites and facilities for solid wastes collection, transporting and storage. These facilities include solid wastes transporting Lorries, skip loaders and skip containers, tractors, road sweepers and dust bins.

Despite different efforts the District council made there are various issues affecting Environment and Solid Waste Management are:

- Lack of environmental staff at local level.
- Lack of solid waste dumping sites
- Lack of facilities for solid wastes collection, transporting and storage. These facilities include solid wastes transporting Lorries, skip loaders and skip containers, tractors, road sweepers and dust bins.
- Lack of office working facilities such as computers and printers.
- Lack of environmental community groups to create awareness and education of environmental conservation and management to the society
- Inadequate environmental conservation and management awareness and education among the communities

- Poor implementation of by-laws of environmental and public health management
- Existence of bush fires
- Deforestation
- Land degradation and Climatic changes

2.2.11 Legal

Legal Unit in local government authority was established to handle all legal issues pertaining to the District Council. The legal unit is handled by law officers who are established under the Act of Parliament to wit the Office of Attorney General (Discharge of Duties) Act No. 4 of 2005. Without prejudice to the aforesaid above, Masasi District Council is local government having capacity in its corporate name be capable of suing or being sued¹ established by the Act of Parliament under the Local Government (District Authorities) Act Cap 288 Revised Edition 2002. The legal Unit is established to handle all legal matters in the District Council.

The Legal Unit is handled by two qualified staffs that are discharging and implementing a number of programmes in the council. With this strategic plan, the Legal Unit is expected to scale up its programmatic legal activities to include drafting by-laws, administering proper implementation of contracts, defending the council in all cases and other activities/ duties as will be directed by District Executive director; and, more broadly, conducting lobbying and advocacy for observing employment laws, rules and regulations pertaining to daily management of the Council. The Legal Unit will strive to promote good governance as a way of scaling up ongoing programs aimed at the promotion and protection of legal and human rights in Masasi District Council.

¹ Section 18 (1) (b) of The Local Government (District Authorities) Act [Cap 288 R.E 2002]

The major functions of legal unit are:

- Providing accurate, timely and effective legal advice to the District Council.
- Ensure all rules, regulations, and procedures pertaining, to the administration of justice are maintained as per plans and expectations of the District Council and the Government as well in order to meet timely delivery of justice to all.
- Handling of all civil and criminal litigations in the District Council
- Drafting of contracts, memorandum of understanding, charges and other official legal documents.
- Giving opinion on how to deal with different matters arising out of District Council, court decisions, and other matters in relation to the administration of justice.
- Performance of other law & administrative related activities assigned as per requirements.

2.2.11.1 The administration of justice in Masasi District Council

The provision of legal assistance and enhancing access to justice for all citizens is a very important aspect of establishing and strengthening national peace and development in any state. This is so because, if we do not want people to take the law into their hands we must make sure that they have access to the justice system, which means putting in place and implementing mechanisms and procedures through which people can execute their rights. These mechanisms and procedures must be reachable and accessible. People must know their rights and obligations, how to secure and enforce them, and they must be given the capacity to act².

In realizing that justice not only is done but seen to be done, The District Council has one (1) District Court, three (3) operating Primary

² See, (the late) Dulla Omar, former South African Minister for Justice, quoted in LINDSNAE, Birgit, and Martin, Tomas, (eds.), *Partners in Progress: Human Rights Reform and Implementation*, Copenhagen: Danish Centre for Human Rights, 2002.

Courts and thirty four (34) ward tribunals. The prevailing cases in all aspects in the district council are family matters; a number of divorce cases are commonly reported in our courts and ward tribunals and the most disputed party is the division of matrimonial properties acquired during the subsistence of their marriage.

There is no comprehensive understanding of legal issues for most of community members in the council. The directorate for addressing and promoting awareness on legal issues such as human rights is the paramount important. It is my considered opinion to hold Consultative visits with other stakeholders to advocate for a legal awareness and framework

in relation but not limited to family matters, contract law, land matters, identifying issues of child rights and others of the same considerations

Legal Unit in Masasi District Council comprises two staffs while the capacity are two, that are responsible for dealing with all legal matters arising within and outside of the council. The following are shortfalls affecting to Legal Unit at Masasi District Council:

- Insufficient knowledge to the village land tribunal and ward tribunal members. The ward tribunals are established under the Act of parliament to wit The Ward Tribunals Act [Chapter 206 RE 2002]. The Council has established 34 ward tribunals whereby, among other things, the ward tribunal members are discharging their duties without any directives (legal knowledge). Hence this led to improper decision making and occasioned a failure of justice.
- Lack of Acts of parliament. The council is the legal entity capable of suing and being sued³. The right to access to justice is the fundamental and constitution right⁴, the Legal

³ Section 12 (1) (b) of the local Government (District Authorities)Act Cap 288 RE 2002

⁴ Article 13 of the Constitution of the United Republic of Tanzania of 1977.

Unit lacks a lot Laws, for proper case management and proper decision making. Foristance we have a lot of subsidiary legislation instead of principal legislation. The absence of Acts of Parliament led citation of repealed or amended laws.

- Lack of Tanzania Law Reports (Reported cases), the Legal Unit has no any Law Report for proper reference of decided cases and principals established by Higher Courts of the United Republic of Tanzania. The absence of it led to improper reference while submitting or making any submission before the court of laws.
- Insufficient office furniture, Lack of computer systems and court attire to law officers. There is a limited budget which expedites the shortage of aforementioned. Foristance the legal Unit has no any computer system, has long-lasting and broken chairs. The inadequate of it makes difficulties while discharging official duties.
- Lack of cash crops by-laws on revenue collections at District Council level. The council has managed to enact ten (10) by-laws which are Ada na ushuru, Mfuko wa afya ya jamii, Hati rasmi (Bodi za afya), Kodi ya huduma, Bodi ya mfuko wa elimu, Utunzaji wa barabara, Ulinzi wa umma, Maliasili na vyanzo vya maji, Afya na usafi wa mazingira and Ushuru wa masoko which are still pending waiting the approval for the minister responsible for local government.
- Currently the Legal Unit (council) is enacting by-law (kodi ya majengo) responsible for revenue collection on properties. Lack of council by-laws led to loss of revenues which is among of the source of income to the council.
- Preferring court litigation instead of amicable way of solving disputes. Currently the council has eighteen (18) cases, some of them have finally determined by competent courts and some are still pending before different courts waiting the

determination of its finality. Amicable way of dispute settling will reduce costs for court litigation.

- Lack of by-laws at the village level within Masasi District Council. According to the evidence on record, currently Masasi District Council has one hundred sixty six (166) villages, whereby, there is no any village which has enacted village by-laws and being approved by the District Council. Village by-laws help for suitable administration of the village.

2.2.12 Finance and Trade

The Finance and Trade Department is among 13 Departments within Masasi District Council with the main duty of providing financial and trade services based on available laws and regulations. The department has 5 sections namely Expenditure, Revenue, Final Accounts, Salaries and Trade. Total number of staff available is 27 out of 48 staff required. According to Local Accounting Financial Memorandum (LAFM 2009), Finance and Trade Department has the following functions:-

- Advising the Council on all financial matters
- Preparing annual budget of income and expenditure in collaboration with planning office
- Maintaining a sound accounting system and safekeeping of all supporting records.
- Preparing Council's reports and financial statements
- Preparing 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
- Ensuring an effective system of internal controls is operated including the writing and subsequent revision of detailed financial procedures

- Presenting to Finance Committee financial procedures for their approval, and their distribution to heads of departments
- Custody of Council assets and all aspects of financial management for the Council, including appropriate arrangement for staffing and management of the finance department
- Collection of revenue from all sources in collaboration with other departments

2.2.12.1 Revenue Sources

The major sources of council own revenue are products from various products namely cashew nuts, sesame, pigeon peas, green gram, ground nuts, maize, and tomatoes; business licenses; service levy; guest house levy; tender fees; royalties fee from gravel mining; fines and penalties; intoxicating liquor license fees; meat inspection charges; health examination fee; and forest produce license fees. Other sources which are not well extracted include magulio fees; bus stand fee (Ndanda Bus Stand); property tax; land survey service fee; and renting of council assets (e.g Grader). All the sources mentioned above contributed Tsh.1, 68,154,047. In the Council own source revenue collected from July 2015 to April 2016 is shown in the table below.

Table 28: Own source Revenue Collection

No.	Source of Revenue	Budget 2014/2015 TZS. '000'	Actual Collection 2014/2015 TZS. '000'	%	Budget 2015/2016 TZS. '000'	Actual Collection July 2015 to April 2016 - TZS. '000'	%
1	Cashew nut	900,000	1,253,258.036	139.25	900,000	1,224,421.22	136.05
2	Sesame	180,000	244,698.53	135.94	187,500	130,828.44	69.78
3	Pigeon Peas	62,500	116,351.325	186.16	125,000	157,381.10	125.90
4	Green Gram	17,500	44,340.50	253.37	70,000	38,269.25	54.67
5	Ground Nuts	120,000	22	0.02	200	0.00	0.00
6	Maize	50,000	18,126.50	36.25	50,000	4,075.50	8.16
7	Tomatoes	6,000	7,735.672	128.93	36,000	6,408.70	17.80
8	Rice	10,000	0.00	0.00	5,000	0.00	0.00
9	Business License Fees	24,400	29,625.70	121.42	30,000	28,538.50	95.13
10	Service Levy	8,000	23,290.751	291.13	13,080	8,527.629	65.20
11	Guest House Levy	1,200	390.40	32.53	1,200	352.30	29.36
12	Tender Fees	30,000	3,550	11.83	15,000	7,750	51.67
13	Royalties Fees	300,000	8,578.80	2.86	22,850.732	23,441.20	102.58
14	Fines and Penalties	10,000	27,152.50	271.53	20,000	41,862	209.31
15	Intoxicating Liquor License fees	6,160	830	13.47	6,000	5,402.50	90.04

No.	Source of Revenue	Budget 2014/2015 TZS. '000'	Actual Collection 2014/2015 TZS. '000'	%	Budget 2015/2016 TZS. '000'	Actual Collection July 2015 to April 2016 - TZS. '000'	%
16	Meat Inspection Charges	500	805.64	161.13	3,910	265.50	6.79
17	Health Examination Fee	2,000	1,155	57.75	17,500	1,000	5.71
18	Forest Produce License Fee	10,700	6,414.646	59.95	10,741.40	8,630.208	80.35
19	Magulio Fees	1,000	0.00	0.00	4,080	0.00	0.00
20	Bus Stand Fees	6,120	0.00	0.00	6,120	0.00	0.00
21	Property Tax	0.00	0.00	0.00	0.00	0.00	0.00
22	Renting of Council Assets	0.00	0.00	0.00	100,000	0.00	0.00
23	Interest/Dividend	3,000	0.00	0.00	0.00	0.00	0.00
24	Market Fees	0.00	0.00	0.00	5,400	0.00	0.00
Total		1,749,080	1,786,326	102.13	1,629,582.132	1,687,154.047	103.53

Source: Masasi District Council, Trade and Finance department, 2016

2.2.12.2 Business License Fees

Table below shows the current analysis of businesses and trades available in Masasi District Council, rates charged as business license per year, and expected total business license fees per year if all businesses and trades will be reached.

Table 29: Business License Fees

No.	Type of Business	Quantity	Business License Fee per Year	Expected Collection per Year
1	Kiosk	90	20,000.00	1,800,000.00
2	Cooperative Societies (AMCOS) Main Branches	11	40,000.00	440,000.00
3	Cooperative Societies (AMCOS) Other Branches	35	20,000.00	700,000.00
4	Hardware	65	40,000.00	2,600,000.00
5	Whole Sale shops	22	60,000.00	1,320,000.00
6	Retail Shops	474	20,000.00	9,480,000.00
7	Drinking Water Industries	3	60,000.00	180,000.00
8	Medical Stores	19	100,000.00	1,900,000.00
9	Agricultural/Livestock input Stores	7	20,000.00	140,000.00
10	Kiosk	51	20,000.00	1,020,000.00
11	Hotel	68	5,000.00	340,000.00
12	Hair cutting/ Dressing Salon	30	5,000.00	150,000.00
13	Meat/ Fish shop	11	20,000.00	320,000.00
14	Guest House	15	20,000.00	300,000.00
15	Milling Machine	55	20,000.00	1,100,000.00
16	Carpentry Machine	4	80,000.00	320,000.00
17	Sunflower Oil Machine	5	90,000.00	450,000.00

No.	Type of Business	Quantity	Business License Fee per Year	Expected Collection per Year
18	Cashew nut Industry	6	150,000.00	900,000.00
19	Mobile Banking Center	17	15,000.00	255,000.00
20	Pool tables	23	15,000.00	345,000.00
Total				24,060,000

Source: Masasi District Council, Trade and Finance department, 2016

2.2.12 .3 Guest House and Service Levy

There are 27 Guest houses in Masasi District Council which pay about TZS. 10,000.00 per month. Therefore, if all 27 Guest house pay levy in all 12 months the Council would get TZS. 3,240,000. But this amount is not collected to that magnitude as shown in table one above due to lack of transport, fuel, and sometimes staff are not motivated. Masasi District Council collects service levy from various businesses and industries available within the Council jurisdiction. Estimated collection from this source for this year (2015/2016) was TZS.14,976,000. Actual collection from July 2015 to April 2016 is TZS.8,527,629 equal to 65.2% as analyzed below.

Table 30: Service Levy Analysis

No.	Source	Budget 2015/2016	Actual Collection Julay 2015 – April 2016
1	Ndanda springs (water industry)	2,784,000	2,156,400
2	Ndanda Imrani (water industry)	1,680,000	0.00
3	Lulindi springs (water industry)	960,000	0.00
4	Ndanda Printing	960,000	0.00
5	Drumax	1,800,000	1,060,000
6	Airtel	0	0.00
7	Tigo	0	0.00
8	Vodacom	0	0.00
9	NMB Ndanda (DT)	1,440,000	193,595.91
10	Nanganga Petrol station	792,000	0.00
11	Wakandarasi	2,400,000	3,457,395.33
12	Wazabuni	1,200,000	1,222,348.19
13	Ndanda workshop	960,000	0.00
Total		14,976,000	8,089,739.43

Source: Masasi District Council, Trade and Finance department, 2016

Finance and trade is facing different issues which are: low own source revenue collected, lack of quality daily, monthly, quarterly, and yearly income and expenditure reports, poor keeping of supporting records of income and expenditure, council assets not valued regularly as required by standards, poor working environment to Finance and Trade staff, increase in number of audit queries, council obtaining qualified opinion in its financial statements for the financial year 2014/2015.

2.2.13 Information Communication Technology and Public Relations

Generally, Communication unit promotes the councils' priorities by spreading hopes, opportunities and services offered by the council worldwide through local and international media like website, newsletter and electronic programs. The unit is responsible for providing effective communication with citizens, works to increase the understanding of and support for council programs, policies and projects, and to develop positive media relations that provide balanced coverage of council issues. The communication unit is obligated to use relevant communication tools to achieve council goals. The purpose of e-government is to communicate traditional information into bits and bytes and making it reachable via the internet websites or giving government officials computers or automating old practices to an electronic platform.

In order to improve procession and integration of council functions carried out every day, the unit has been able to create council website www.masasidc.go.tz as a means of publication of special features, journals, rules, regulations and news about the council for the purpose of publicizing and marketing the services offered by the council. Due to the presence of website, the council has been able to cope with government mailing system (GMS) service where employees are instructed to use GMS with the domain **@masasi.go.tz** in sending official document for the purpose of securing government documents. The unit is responsible to coordinate, publicize and market the potential features of the council for attracting investors. However, the unit is also responsible to cover internal communication and events performed in the council by:

- To facilitate preparation and airing of diverse awareness, educative and informative radio programs to community and stakeholders, based on service offered by the council through different departments and units.

- Preparing council newsletter and other publications and distributing to community and other stakeholders.
- Ensuring the council access information through newspaper and other publications in order to be familiar with what is happening over the country and worldwide.

ICT support-technical support to requests from the staff, Hardware and Software associated peripherals.

Install and configure Operating Systems (OS). Maintain the existing ICT equipments to agreed standards by performing upgrades, new installation of patches updates. Compile and maintain an accurate inventory of Hardware.

Information Communication Technology and Public Relations Unit play a big role in enhancing and facilitating communication process in the council for internal and external purposes. The unit acts as a link between the council and community and council and central government. Masasi District Council has managed to cope with technological innovations to improve and simplify communication process in performing day to day activities by using different information systems such as Integrated Financial Management system IFMIS-Epicor, Local Government Revenue Collection Information Systems (LGRICIS), Productive Social Safety Network (PSSN) and Human Capital Management and Information System (HCMIS-Lawson) and Basic Education Management Information System (BEMIS-StatEdu2). Generally these systems creates link between LGAs and ministries, reduce redundancy of information, create integrity and is more secure because it operates via virtual private network (VPN)

The council is connected to National Fiber Network as directed by government aiming at increasing speed of data transfer and transfer huge volume of data. Although this network simply operations but once there is network breakdown all systems including EPICOR,

PSSN, LAWSON, LGRCIS and BEMIS will not operate because they depend on one network.

The unit coordinates internal communication, through telephone line to simplify communication at HQ offices. This service is not provided effectively due to damage of switchboard. The unit links with communication Mobile companies (TTCL, Vodacom, Tigo, Airtel, Halotel) which provide different communication services to the council. Although these companies provide services but it is inadequate thus many villages lack network coverage due to few numbers of towers. In making the council functions are accessible worldwide, the council has created website whereby different contents like articles, news, features and other publication as a means of marketing and publicizing roles and services offered by the council. The unit has been facing inadequate access of internet service as means of performing this activity properly and timely. The unit has been reminding 95 employees who have government mailing system (GMS) accounts to use them in sending official document for securing government document. This effort has poor response among workers because they still use private domain like Gmail and Yahoo. Despite the fact that not all employees use this system in official communication but also the system itself have challenges as it is too slow, sometimes users can not attach documents and fail to login.

On the issue of coordinating all media business in a council by covering different events for publicizing and marketing service offered and its roles, this activity has been performed well to some extent were most of the council events obtain media coverage especially public legal meetings and government festivals. Generally 65% of council events get media coverage thus not all council events get media coverage due to financial constrains. On the issue of preparing and airing of diverse awareness, educative and informative radio programs to community and stakeholders, the unit has managed to

prepare 10 out of 48 radio programs planned to be aired for year 2015/2016. This is because; the radio station owner decides when to air our programs. The council has less power to decide on how many programs to be aired depending on its needs. So it very important for the council to have radio station that will help many people access information easily and timely.

In support of these reasons, establishment of council local radio is very important in enabling the council to communicate effectively to its community and stakeholders. The unit also plays the role of Preparing 4 council newsletter per year and distributing to community and other stakeholders. Only 4 council newsletters has been prepared out of 8 newsletter which were suppose to be prepared and distributed to the community for 2 years from 20.14/15 to 2015/16. A newsletter help public and other stakeholders to access detailed information as well as good reference for the target audience who have ability to act upon messages presented. This has been difficult to achieve this objective due to withdraw of donor who supported printing cost. Due to the presence of Council website, the unit uploads it to website as one of the content though does not serve the intended purpose. Due to lack of prioritization, the unit has failed to ensure the accessibility of information through newspapers for 2 years from 2014/15 to 2015/16 in order to be familiar with what is happening over the country and worldwide. The council has to acquire 5 newspapers per day throughout the year. It should noted that failure of purchasing newspaper including the national Gazette leads to delay of being aware of what is happening over the country and worldwide as well as getting government legislative and sectoral document.

Due to the importance of the unit to the council, there is the need of having two more working staff to increase more efficient. Moreover, the unit is facing various limitations that include:

- Absence of Council local radio station, to reach the general public.
- Shortage of internet service centers at ward level to facilitate VEOs and WEOs to performed government communication electronically.
- Lack of knowledge on how to use internet service as means of communication though in some areas there is internet service centers.
- Few number of government mailing system accounts to employees. This may hinder to performed government communication electronically.
- The GMS system is too slow in its application.
- Lack of enough funds to access newspaper, national gazette, preparation of council newsletter, buying air time for electronic programs and other permanent publications and printings
- Shortage of staff
- Limitation of mobile communication to some villages.
- Lack of wireless internet connectivity at HQ and renovate the existing one at school level
- Lack of working equipments
- Lack of council data bank

2.2.14 Agriculture Irrigation and Cooperatives

Agriculture, Irrigation and Cooperative is among thirteen departments of Masasi District Council. The department has three sub-sections namely; Agriculture, Irrigation and Cooperative. Each section has role to play in collaboration with farmers and other development partners including policy makers at local level, development agencies, funding institutions, researchers, NGOs, and farmer organisations. The core business of the department is to disseminating technologies by improving production and productivity hence profitability of Agriculture to the entire communities of Masasi District Council.

2.2.14.1 Agriculture

Agriculture is the main source of employment and livelihood for more than 97% of the population of Masasi District Council. It is important economic sector in terms of food production, employment generation, production of raw materials and foreign exchange earnings. Masasi District council has four climatic and geographical zones viz: South Masasi and Ruvuma Basin, Makonde plateau, Lisekese zone and Masasi eastern zone. Having this diversity of climatic and geographic zones, farmers grow various crops including food and cash crops. The food crops are cassava, maize, sorghum, paddy, banana and horticultural crops while cash crops include cashew nut, sesame, pigeon peas, groundnuts, green gram, sunflower and Velvet bean (*Mucuna pruriens*-Upupu). Thus, Agricultural development therefore remains a key to the Council's economic and social development.

In improving production and productivity, land use has significant important, hence land use pattern is based on food and cash crops which can either be annual crops or permanent crops. Permanent crops include planting of trees crops and trees for environmental conservation. The District Council has total land of 894,000 Ha of which 231,480 Ha are potential Agriculture land, 168,465 Ha are land under cultivation, 148,500 Ha are grazing land, 129,022 Ha are forest area and 68,814.68 Ha are for wildlife management.

Crops grown in Council are prioritized according their importance in the community in combating hanger and poverty alleviation. Food crops are insisted to be grown according their importance; these are cassava, sorghum, maize, paddy and banana. Other food crops are leguminous family which includes pigeon peas, green gram, bambaranuts, cowpeas and velvet beans (*Mucuna pruliens*). However, green gram and cowpeas are considered as cash crops as they add more income to most of the community in the District Council. The

main cash crops according to priority and demand of the market are cashew nut and sesame.

Farming in Masasi is mainly rain-fed agriculture whose production and productivity are affected by adverse condition. To combat with the adverse weather condition, the District council is advocating irrigated agriculture although water is a scarce commodity. Actually, water is a limiting factor to crop production in Tanzania including Masasi District Council and without water; most other agricultural practices applied to a crop will not result in a significant increase in yield. At present, the effort of advocating the irrigated agriculture has resulted to an increase of 382 hectares of irrigated land.

(i) Cashew nut Production and Processing

Farmers in Masasi District council have been planting and harvesting Cashew nuts since time immemorial. Weeding was mainly the crop husbandry practice done to orchards because the orchards were intercropped mainly with food crops. As time went by the cashew trees became aged, poorly attended and therefore succumbed to pests and diseases of which are still the problem even by today. Because of the above problems that affected cashew nut production, the long cherished goal of District council by the use of its user department that is the department of Agriculture, Irrigation and Cooperative to improve cashew nut husbandry in collaboration with the Naliendele Agriculture Research Institute (NARI) and other development partners. The departments in collaboration with NARI have been creating awareness of the importance of cashew nut in one of the interventions attained by these two organs by different project that had ever occurred hence cashew nut gained its popularity in the district and National as whole. As result of these interventions, farmers changed their perceptions towards cashew nut production by also planting improved varieties from NARI. At present, the crop has been advocated by various development partners like Cashew nut Board of Tanzania (CBT) and

Cashew nut Industry Trust fund whom are advocating cashew nut by providing polyclonal seeds, seedlings to the District Council. Also, they have provided working stools like laptop and motor cycle to District Subject Matter Specialist (DSMS –Cashew) for cashew nut advocating and development hence tremendous increased in production. The District Council is also aimed on establishment of cashew nut seed and scion garden for improvement of cashew nut production and ensuring seed supply to farmers and scion supply to for grafted seedlings.

Table 31: Production trends of Cashew nut

S/N	Year of production	Tones produced
1	2013/2014	15,430,080
2	2014/2015	21,808,446
3	2015/2016	20,460,123
Grant total		57,698,649

Source: Masasi District Council, Agriculture Irrigation and cooperatives department, 2016

Apart from emphasis on advocating cashew nut production, the District Council by the use of Agricultural Extension Officers in all levels, are now advocating cashew nut processing industry in order to increase farmers production. Processing in cashew nut can be either be semi or final processing. In year 2011/2012, the District Council has constructed 5 cashew nut processing industry in Mnavira village in Mnavira ward, Rivango village in Mchauru ward, Luatala village in Sindano ward, Mpeta village in Mpeta ward and Nanjota village in Nanjota ward. In these five cashew nut industries, only industry from Rivango village has installed with processing machines but the case is to other four industries that have yet machines not installed whereby machines have been bought due lack of fund for capacity building and installation of machines. To ensure finalization of cashew nut processing, final processing and packing industry is to be constructed

at Chiungutwa village, where semi-processing cashew nut are to be collected for final processing and packaging.

(ii) Oil Crop Production and Processing

Oil crops are among the crops grown in Masasi District council. Oil crops are sesame, g. round nuts and sunflower. Currently sesame is highly produce followed by ground nuts where sunflower is slow gaining popularity by most farmers. Apart from production emphasis is given to value addition by construction of oil seed processing industries for oil extraction. Five oil extraction machines have been bought of which two machine are working at chikukwe and Mbuyuni villages. One machine has been installed butyet is not working at mpanyani villages. The two machines are not installed at Mumburu and Nakachindu villages where some efforts are needed to ensure installation due to lack of fund for building construction, machines installation and capacity building.

(iii) Root Crop Production and Processing

Root crops are also important as other crops like cashew nut, sesame, maize and others. The root crops include cassava, sweet potatoes specifically those are which are yellow in colour for nutritional purposes. Cassava is the main root crop which each household has to cultivate 2 acres for hunger and poverty alleviation. The crop is highly drought resistance hence can withstand adverse weather condition. From this scenario, the District council is advocating multiplication of plating materials at Namahinga, Mitonji, Mbuyuni, Ulungu, Chikukwe and Kivukoni villages.

Table 32: Production of cassava plating materials by 2016

S/N	Village Name	Ward	Area (Ha)
1	Namahinga	Namajani	2
2	Mitonji	Mbuyuni	2
3	Mbuyuni	Mbuyuni	2
4	Ulungu	Sindano	2
5	Mwambao	Chikukwe	1.2
6	Kivukoni	Lulindi	1.2
Total			10.4

Source: Masasi District Council, Agriculture Irrigation and cooperatives department, 2016

2.2.14.2 Irrigation Schemes

The District has potential area for irrigation of about 1,532 hectares in Council but only 382 hectares (about 23%) are under irrigation farming. The irrigated land in the district is undeveloped and used for small scale irrigation farming where by only 255 Ha are cultivated. Main crops being irrigated by small scale farmers are paddy, tomatoes and vegetables.

Table 33: Potential areas for irrigation in Masasi District Council

Potential Areas for Irrigation	Potential area (Ha)	Area under Irrigation (Ha)	Percentage of Irrigated Area
Ruvuma basin	600	-	-
Lukuledi basin	400	-	-
Chiwata	100	56	-
Chigugu	37		-
Ndanda irrigation scheme	350	44.5	12.7
Mkungu irrigation scheme	45	18.2	56.8
Total	1532		

Source: Masasi District Council, Agriculture Irrigation and cooperatives department, 2016

2.2.14.3 Cooperatives

The cooperative as one of the sub-section in the department, the main role is to disseminate cooperative knowledge and safeguarding membership from gender, social, racial and political discrimination hence building a strong democratic organization and controlling of capital of their cooperative societies. Also, Cooperative is entirely responsible for AMCOS and SACCOS formulation in according to rules and guideline as stipulated by the Central Government.

According to the Cooperative Society act, 2013, Cooperative society has been defined as a society registered under this act and includes a primary society, secondary society, apex and the federation. The general vision of the new Cooperative Policy is to finally have: improved and sustainable cooperatives that are capable of fulfilling members' economic and social needs. The core function of the department under this sub-section is to supervise and direct, trained and inspect primary societies by bidding with cooperative rules and regulations. There are 44 AMCOS and 10 SACCOS which are not operating. These AMCOS are dealing with marketing farmers produce main cashew nut and other annual crops like sesame, green gram and pigeon peas however, in 2016 only 39 AMCOS participated in cashew nut marketing. At present, the performance of the 10 SACCOS are almost furnished.

On human resources, the District Council has a role to play in agricultural activities by the use of agricultural Extension Officers to improve food and cash production and productivity. According to agriculture policy 2013 each village is supposed to have an extension Officer but for the case of Masasi District, there only 12 extension Officers in 12 villages out of 166 villages. Also there only 30 extension wards out of 34 wards where at the Head Quarter, only 9 extension Officer out of 14 that are needed according to organization structure.

The table below shows the number of extension Officer present and vacant posts in wards, villages and Head Quarter.

Agriculture Irrigation and Cooperatives is facing various problems which affect the production in the district the major problems are: Lack of farmers training on crop production; Unexploited irrigation potential areas (Ruvuma basin, Lukuledi, Chigugu basin), Incomplete irrigation scheme infrastructure, Poor prioritization of agricultural exhibition in Council's plan, Lack of soil analysis, Lack of cashew nut seed and scion garden Lack of produces, Absence of ward agricultural resource centres, Lack of agricultural community bank, Limited number and non-functional of the existing SACCOS, Insufficient agricultural inputs, Lack of transport facilities (3 motor cycles and 26 motor cycles), Inadequate working facilities (Laptop, duplicating machine, photo copy machine), Lack of M & E to community development intervention, Lack of Council's capacity building plan to staffs, Low production of crops per unit area, Unreliable market for cash crops, Lack of final cashew nut processing industry, Lack of farmer resource centre, Outbreak of crop pest and diseases, Inadequate knowledge of Cooperative members on AMCOS management, Lack of Farmers Field School in the District council, Inadequate supply of agricultural inputs for food crops in the District Council, Inadequate agricultural machinery , equipments and tools (Tractors and implements), Lack of disaster insurance to farmers, Higher costs of agricultural inputs in crop production, Low youth participation in agricultural activities and strategies on climate change

2.2.15 Internal Audit

Internal Audit Unit is among of 6 units at Masasi District Council which is responsible for giving assurance and providing consulting activities to add value and improve organization internal control. It works across all Council departments and other units. It helps the council to accomplish its objectives through systematic disciplined and

systematic approaches to evaluate and improve the effectiveness of the risk management control. Core functions of Internal Audit Unit are:

- To evaluate internal control system of the Council management.
- Follow-up on significant findings from previous Audits
- To prepare risk based Audit plan
- Review internal Administrative and Accounting controls to safeguard resources and ensure compliance with laws and regulations
- To ensure the Council's operations comply with established policies and procedures.
- To investigate misappropriation and misuse of public resources and recommend the measures of controlling them.
- To facilitate Internal Audit Committee meetings
- To quarterly Audit reports

Currently Internal Audit unit has 4 staffs. In order to perform our duties the Internal Audit unit possesses a car which facilitates Auditors to conduct daily activities of the unit. Also the unit has one computer and printer for audit Activities. Internal Audit units perform its annual internal audit risk based plan in division of four quarter. In each quarter, Audit unit prepares and submit the internal audit reports to Regional Administrative Secretary (RAS), Resident Auditor and to Internal Auditor General (IAG).The reports contain all matters (Audit findings) raised during Auditing. For the period of January-March 2015/2016 internal audit unit performs the following activities according to Internal Audit risk based plans. Auditing on the accounting System (EPICOR), Audit of Revenue and Expenditure incurred by the council, Audit of Procurement procedures, Audit on Bank reconciliation, Audit on projects implemented. The audit conducted in the quarter of January-March 2015/2016 come out with 14 queries resulted due to non compliance with financial rules

regulations and other guidelines used in different operations. Out of 14 queries, 5 queries were submitted for verifications. Issues of major concern on the existing situations

Insufficient Fund, internal audit unit receive insufficient fund from government which lead to failure to perform audit on projects, revenue and expenditure audit in wards and schools.

Shortage of working facilities, Internal audit unit fail to perform other activities due to deficit of working facilities as listed below:

Working facilities Schedule

Failure of the management to comply with financial regulation, through auditing different departments the auditors revealed that there is repetition of queries in each quarter this is due to non compliance with financial rules, regulation and other guidelines.

2.2.16 Procurement Management Unit

Procurement Management Unit is among of 6 units at Masasi District Council which is responsible for the execution of the procurement functions that pertain to the obtaining of any goods, works or services, including description of requirements, selection and invitation of renderers, preparation, award and management of Contract. It works across all Council departments and other units. It helps the council to reduce the costs of procurement through integrating all departments and unit requirements so as to attain the value of money. The Core functions of Procurement Management Unit are:

- To manage all procurement and disposal by tender activities of the council.
- To support the functioning, Implement the decision and act as a secretariat of the tender board
- Plan the procurement and disposal activities of the council by tender

- Check and prepare statements of requirements
- Prepare tendering documents and advertisements of tender opportunities
- Prepare and issue approved contract documents
- To maintain and archive records of the procurement and disposal process
- To maintain a list or register of all contracts awarded
- To prepare monthly reports for the tender board
- To Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan.
- To co-ordinate the procurement and disposal activities of all council. Departments.

Currently Procurement Management Unit has 4 staff with the deficit of one staff; In order to perform our duties the PMU require a motorcycle and computers which facilitates daily activities of the unit.

Procurement Management Unit performs its annual procurement plan in every three months of a year (quarter). In each quarter, PMU prepare and submit the procurement report to CMT, FUM and PPRA. The reports contain all procurement and disposal activities done during each quarter. Procurement management unit is facing the following problems:

- Insufficient fund, procurement Management Unit has insufficient fund to carry its function smoothly which lead to failure to perform the work timely.
- Shortage of working facilities, procurement Management Unit fail to perform other activities due to deficit of working facilities.
- Working facilities Schedule
- Failure of the management to comply with Procurement Act and its regulation, during implementation of the procurement and disposal activities the unit faces a non-compliance among procurement act and its regulation from different user departments.

2.2.17 Beekeeping

Beekeeping section is relatively new section which formerly was under the land, natural resources and environment department. Its importance came after realising the presence of favorable environment for bee keeping in Tanzania. Therefore, the section is committed on fully utilization of available apiary, increase contribution of micro and macro economy and improve beekeepers livelihoods. In the district, the population is practicing beekeeping for food, medicine and income generation. Availability of major sources of water and plenty of natural vegetation which is a major source of bee-forage and food creates favorable environment for beekeeping in Masasi district. Bee-keeping activity in Masasi is practiced by several individuals and groups of farmers.

The Beekeeping section is providing education of afforestation in rural villages for the purpose of conserving environment hence improving apiary for beekeeping. It also provides services to the beekeepers groups and individual the District. To ensure the service is provided to the community.

Generally the major functions of this section are:

- Promoting establishment of tree-nurseries, forestation and afforestation associates with beekeeping programmes exercise in the rural areas.
- Establishing and enforcing by-laws which would improve the management of existing forests and beekeeping.
- To provide knowledge to the community on forest conservation and beekeeping through establishing participatory forest management.
- Improving the quality and quantity of bee products and services to meet national and international standard.
- Incorporate beekeepers in cooperative societies.
- To disseminate technology and skills of beekeeping to the beekeepers

- To improve livelihoods of beekeepers community
- To control pest which deplete production of bee products
- To improve extension services delivery mechanism
- To guide, supervise and monitor activities done by beekeeping section

The section is facing low quality of bee products to meet international market standards, inadequate working facilities and staffs for providing extension services to the beekeepers, poor technology and skills used by the beekeepers in production, harvesting and processing of bee products, lack of enforcement of environmental conservation by-laws, increase in population lead to deforestation and environmental destruction, poor and low utilization of potential forest for beekeeping and poor agricultural practices (insecticide spraying) which lead to expel and kill bees.

2.2.18 Election

Following the Presidential Commission known as the Nyalali Commission of 1992 which was given the task of collecting views of Tanzanians on whether or not Tanzania should continue with Single Party System, the Commission recommended the Multiparty System and the formation of an Electoral Commission which would be responsible for the conduct of elections. This resulted to the reintroduction of multi-party system in Tanzania in 1992. The Political Parties Act of 1992 was thereafter enacted to regulate the formation and registration of Political Parties. This also necessitated to establishment of General Election Department at Council level. The overall functions of the department are to: To assist District Executive Director in supervising and coordinating the registration of voters and the conduct of Presidential and Parliamentary Elections in the District. To collaborate with the National Election Commission to review the constituencies boundaries and demarcate the United Republic into various areas for the purposes of Parliamentary and Civil Elections. To

provide voter education in the District and coordinate and supervise persons who conduct such education. Moreover, in fulfilling election related issues at District level, the department has the following core functions:

- To work in cooperation with electoral committee for planning general election
- To keep and update voters registration book
- To keep election records
- To supervise general or by-elections
- To ensure availability of election tools and materials
- To link between constituency and electoral committee
- To supervise implementation of committee/election activities and
- To control financial expenditure in accordance with election timetable

Currently, the department is not functioning smoothly since it has only one staff. There is lack of transport facilities for the department, shortage of working facilities and lack of election unit officers.

2.2. 19 Livestock and Fisheries

Livestock and Fisheries Department is among of the departments providing services to community in Masasi District Council. The Department was established in 2012 following structural changes made by Ministry of Regional Administrative and Local Government aimed at bringing social services closer to the people, initially it was under the Department of Agriculture, Livestock Development and Cooperation. Livestock and Fisheries department has two major sections namely Livestock and Fisheries section. Livestock section is further subdivided into units namely: Poultry, Small Animals, Animal Identification and traceability, meats, hides and skins, veterinary services, animal pests, pasture and range management, livestock infrastructures and Dairy subsection. Fisheries section is subdivided

into Aquaculture and fisheries, fish inspection, aquaculture medicine, fish marketing and traceability, aquaculture infrastructures.

The Livestock and Fisheries department has the following major functions: to improve livestock and fisheries farmers' knowledge and skills, to provide commercial livestock and fisheries keeping, use of livestock and fisheries as source of income and employment mostly in the rural and urban areas, control of livestock and fisheries diseases, supply of food security, proper land use plan on feeding, forages and crop residues, livestock inputs, fisheries inputs, livestock and fisheries as an inflation free, store of value and investment channel, provides manure and draught power for sustainable agriculture, provides hides and skins, milk, eggs ,meat and other by products, provides cultural roles in the communities, safeguarding public health in the community, maintain herd health and production, to ensure sustainable livestock product processing and marketing, mainstreaming cross-cutting and cross-sectoral issues such as gender, HIV/AIDS, Land and environment, to enforce livestock and fisheries acts to the community, to safeguard public against trans boundary animal diseases (TADs), to ensure animal identification and traceability systems, and to ensure sustainable livestock and fisheries extension services provided to the community.

Livestock sector is among of the major economic sector in the district where sustainable livelihoods is ensured by livestock community. Livestock are valuable as worth guarantee, source of income, problem solving device and sustainable food security. Livestock keeping is one of the most important economic activities in the district. The major types of livestock keeping production systems practiced are; zero grazing, tethering and extensive grazing.

Since the district receives high amount of rainfall, it has conducive environment for fisheries. The most dominant fishing ground are rivers, fish-ponds, wetlands. Type of fish raised are Nile tilapia and cat

fish. An aquaculture production system is small scale fishing mainly practised for homestead consumption and small business. Generally, livestock and fisheries sector is constrained by different bottlenecks including: livestock diseases (East Coast Fever (ECF), Anaplasmosis, Heart water, Babesiosis, Mange, Diarrhea condition, Helminthosis, Trypanosmosis and black quarter); shortage of qualified staff, shortage of livestock and fisheries infrastructures, shortage of working facilities, land use conflicts between livestock keepers and farmers.

2.3: The External Environmental Scan

2.3.1 The Long Term Perspective Plan (LTPP, 2011/12-2025/26)

The Long-Term Perspective Plan (LTPP, 2011/12-2025/26) is being implemented in a series of Five Year Development Plans. In order to realize the socio-economic transformation envisaged in TDV 2025, the LTPP's strategic direction delineates specific sector policies, guiding principles and long-term objectives and targets. With greater emphasis on capital (development) investment, particularly in the productive sectors and human resources (skills) development, the Plan gives adequate attention to protect and improve the social sector gains, governance and key cross-cutting issues. This being the case Moshi District Council plans and strategies always are focused on the strategic direction envisaged in the LTPP as a way of ensuring its contribution to the implementation of the National LTPP.

2.3.2 Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II)

This is an important milestone for Tanzania that a formal Five Year Development Plan is being unveiled. Spanning from 2016/2017 to 2020/2021, the Plan is the formal implementation tool of the country's development agenda, articulated in the Tanzania Development Vision 2025. A prime aspect of the Plan is the recognition of fast-tracking realization of Development Vision 2025 goals. The Second Five Year Development Plan (FYDP II), 2016/2017 – 2020/2021, has integrated

frameworks of the first Five Year Development Plan (FYDP I, 2011/2012-2015/2016) and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA II, 2010/2011-2014/2015) further extended to 2015/2016). This integration implemented a Government decision taken in 2015 to merge the two frameworks. The objectives of integrating the two frameworks were to improve efficiency and effectiveness in implementation through organizing and rationalizing national resources under one framework, by addressing critical challenges, which beset implementation of the parallel frameworks. The challenges included existence of many similar priorities of varying scope and emphasis, leading to available resources being spread too thinly; weak coordination; and unclear division of responsibilities in monitoring, evaluation and reporting.

The theme of FYDP II “Nurturing Industrialization for Economic Transformation and Human Development” incorporates the main focus of the two frameworks, namely growth and transformation (FYDP I) and poverty reduction (MKUKUTA II). FYDP II outlines new interventions to enable Tanzania industrialize in a way that will transform its economy and its society. It also incorporates unfinished interventions from the predecessor Plan and Strategy, respectively, deemed critical for realization of the aspirations of FYDP II.

FYDP II is built on three pillars of transformation, namely industrialization, human development, and implementation effectiveness. Specifically, the Plan aspires to:

- Build a base for transforming Tanzania into a semi-industrialized nation by 2025;
- Foster development of sustainable productive and export capacities;
- Consolidate Tanzania’s strategic geographical location through improving the environment for doing business and positioning the country as a regional production, trade and logistic hub;

- Promote availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other production and services delivery;
- Accelerate broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups;
- Improve quality of life and human wellbeing;
- Foster and strengthen implementation effectiveness, including prioritization, sequencing, integration and alignment of interventions;
- Intensify and strengthen the role of local actors in planning and implementation, and
- Ensure global and regional agreements (e.g. Africa Agenda 2063 and SDGs) are adequately mainstreamed into national development planning and implementation frameworks for the benefit of the country.

Among the outcomes associated with the attainment of these objectives, Plan will raise annual real GDP growth to 10 percent by 2021 (from 7.0 percent in 2015), per capita income to US\$ 1,500 (from US\$ 1,043 in 2014) and reduction of the poverty rate to 16.7 percent from 28.2 percent recorded in 2011/12. The Plan also envisages raising FDI flows from US\$ 2.14 billion in 2014 to over US\$ 9.0 billion by 2021; increase electricity generation from 1,501 MW in 2015 to 4,915 MW by 2020 and improving electricity connections to 60 percent of the population, up from 36 percent in 2015. On average, manufacturing sector will grow by over 10 percent per annum with its share in total exports increasing from 24 percent in 2014/15 to 30 percent in 2020. An under-five mortality rate reduction from 81 deaths per 1000 live births recorded in 2014/15 to around 45 deaths per 1000 live births; maternal mortality reduced from 432 per 100,000 live births

in 2014/15 to below 250 deaths by 2020/21. Also, access to clean and safe water in rural areas improved from 72 percent recorded during 2014/15 to 85 percent by 2020/21 and in urban areas to more than 90 percent. As a result, there will be improvement in national human development index from the value of 0.52 (2014) to 0.57 by 2021. In realizations of industrialization and human development, Masasi District Council should effectively harness its potentials and use the derived prospective in creating conducive environment for encouraging regional investments.

2.3.3 The Tanzania National Development Vision (2025)

Tanzania envisions that by 2025 will have attained a remarkable development from a least developed to a middle income country in the areas of high quality livelihood, peace, stability and unity, good governance, as well as educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.

High Quality Livelihood, Ideally a nation's development should be people-centered, based on sustainable and shared growth and be free from abject poverty. For Tanzania, this development means that the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of social groups (men and women, boys and girls, the young and old and the able-bodied and disabled persons) in society. In particular, by the year 2025, racial and gender imbalances will have been readdressed such that economic activities will not be identifiable by gender or race. All social relations and processes, which manifest and breed inequality in all aspects of the society (i.e., law, politics, employment, education, culture), will have been reformed.

Peace, stability and unity, A nation should enjoy peace, political stability, national unity and social cohesion in an environment of

democracy and political and social tolerance. Although Tanzania has enjoyed national unity, peace and stability for a long time, these attributes must continue to be cultivated, nurtured and sustained as important pillars for the realization of the Vision.

Good Governance, Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and public servants accountable. By 2025, good governance should have permeated the national socio-economic structure thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society.

A Well Educated and Learning Society, Tanzania envisages being a nation whose people are ingrained with a developmental mindset and competitive spirit. These attributes are driven by education and knowledge and are critical in enabling the nation to effectively utilize knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognisant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

- Attain self-reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard

work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative

- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

This necessitated the government to launch a National Strategy for Growth and Reduction of Poverty II (NSGRP II) to expedite the process of attaining the national development vision. Masasi District Council as a government machinery is committed in achieving 2025 National Vision by providing quality socio - economic service to its community using its resources and creating conducive environment for investment to promote sustainable development of the community.

2.3.4 Tanzania Open Government Partnership (OGP): Third National Action Plan 2016/17 - 2017/18

Launched in 2011, the Open Government Partnership (OGP) has rapidly grown from eight founding Governments to nearly 70. Throughout, the OGP has operated as a partnership between Governments and Civil Society Organizations (CSOs), with Action Plans developed, implemented and monitored jointly by Governments and CSOs. The thrust of OGP is to promote transparency, empower citizens, fight corruption, and harness new technologies to improve governance. Tanzania joined OGP in 2011 and has already completed two phases of the OGP cycle. Phase I was implemented between 2012/13-2013/14 whereas Phase II was implemented between 2014/15-2015/16. This is Tanzania's Third National Action Plan (NAP III). It contains specific and realistic commitments meant to enhance

transparency, accountability, and public participation in the governance of Tanzania.

The National Action Plan III (NAP III) draws on the experiences and lessons from NAP II, constructive inputs from Civil Society and different Government Departments, Recommendations from the Independent Reporting Mechanism (IRM) have also been taken into account. NAP III's Commitments are designed to address real problems and create positive changes in the lives of Tanzanians. Tanzania's Fifth Phase Government, under H.E. President John Pombe Joseph Magufuli, is keen to promote open and responsive government as part of the Government's commitment to efficient and accountable government with strong Anti corruption stance.

The slogan of *Hapa Kazi Tu* (Work! Nothing else!) that Masasi District Council should adhere, will significantly support and strengthen implementation of the OGP Third National Action Plan; while banking on a dialogue mechanism between CSO's and the Government that is sustainable throughout the National OGP cycle. It is expected therefore this Action Plan will not only strengthen partners' relationship and collaboration but also enhance implementation of principles of Good Governance.

With respect to the 2030 Agenda for Sustainable Development that sets a number of global priorities to eradicate poverty for sustainable development. 17 Goals and 69 Targets were adopted during the Regular Session of the UN General Assembly in September, 2015. In support of the 2030 Agenda, the OGP Steering Committee declared its commitment to promote the rule of law, promote public access to timely and disaggregated information and open data on government activities, support citizen participation, uphold principles of open government and use Open Government National Action Plans to adopt

commitments that serve as effective tools to promote transparent and accountable implementation of the 2030 Agenda for sustainable Development. The Third OGP National Action Plans focuses on open government priorities to promote government reforms by strengthening transparency, accountability and Citizen Participation.

Tanzania's Third OGP Action Plan focuses on seven priority areas. Five of these were partially implemented in the Second Action Plan and two have been added.

Ongoing Commitments are:

- (i) Enactment of the Access to Information Act, (ii) Open Budgets, (iii) Open Data, (iv) Land Transparency
- (v) Extractive Industries Transparency

Added Commitments are:

- (vi) Medical and Health Service Transparency
- (vii) Performance Management Systems

2.3. 5 Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th September, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals and 69 Targets by 2030 deadline. Therefore Masasi District Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Masasi District Council should contribute to achieve in long term are summarized below.

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

- Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Goal 4: Ensure inclusive and quality education for all and promote lifelong learning
- Goal 5: Achieve gender equality and empower all women and girls
- Goal 6: Ensure access to water and sanitation for all
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all
- Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation
- Goal 10: Reduce inequality within and among countries
- Goal 11: Make cities inclusive, safe, resilient and sustainable
- Goal 12: Ensure sustainable consumption and production patterns
- Goal 13: Take urgent action to combat climate change and its impacts
- Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16: Promote just, peaceful and inclusive societies
- Goal 17: Revitalize the global partnership for sustainable development

2.3.6 Agenda 2063: The Africa We Want

The 24th African Union Assembly held in January 2015, adopted a continental plan for the next fifty years, to ensure transformation and sustainable development for future generations through Agenda 2063. Agenda 2063 is a 50 year strategic aspirations that African Union states committed to achieve by 2063. The African states have rededicated themselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”* As a

Vision and an Action Plan, this integration agenda is the blue-print that will guide the ongoing transformation of Africa. It is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny.

The aspirations reflect the desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realized, and with freedom from fear, disease and want.

Africa is self-confident in its identity, heritage, culture and shared values and as a strong, united and influential partner on the global stage making its contribution to peace, human progress, peaceful co-existence and welfare. Africa is confident that has the capability to realise her full potential in development, culture and peace and to establish flourishing, inclusive and prosperous societies. Thus, commit to act together towards achieving the following aspirations:

- Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development
- Aspiration 2: An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa's Renaissance
- Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law
- Aspiration 4: A peaceful and secure Africa
- Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics
- Aspiration 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children
- Aspiration 7: Africa as a strong, united and influential global player and partner

2.3.7 Tanzania Mini- Tiger Plan

Mini-Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 7-7.5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating “Ponds” (SEZ) and attracting “Migrating Birds” (Investment especially FDI) - “Ponds and Birds” theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurs/venture spirit and weak manpower skills for developing modern industry. In order to overcome these problems and bottlenecks, “Ponds and Birds” theory offers a solution which has been successfully applied in the Asian countries including ASEAN, China, India and more recently Vietnam. “Ponds and Birds” theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing “Ponds” (SEZ) in the most promising areas and promising sectors.

Basic three stage strategy for accelerating to 8-10% annual growth includes: Build Special Economic Zones (EPZ) and aggressively promoting most promising industries (Primary, Light Industry and Tourism) by use of well proven SEZ Concept (Ponds and Birds Theory), Quickly improve the National Balance Sheet by expanding exports from \$1.0 billion to \$2-3 billion within 3-4 years by using “Ponds and Birds” theory and then, expand needed public projects in power/energy/water/transport sector by long-term borrowing from Multilateral and Bilateral development banks. Masasi District Council is committed in promoting industrialisation for human development that

shall contribute regional growth hence promoting to the National target of economic growth to 8-10% by 2020.

2.3.8 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognised as a significant sector in employment creation, income generation, poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This requires an all embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation. Central to all these strategies is the ultimate objective of attaining rural industrialisation in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionising the SME sector to make it sustainable agent of stimulation of growth of the economy.

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The **overall objective** of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy

The policy covers the following key areas: Reviewing and reconsidering public policies and regulations that discriminate against or hinder the start-up, survival, formalisation and growth of SMEs, Enhancing the growth of the sector, Identifying and assigning clear roles of key actors, Developing strategies that will facilitate provision of financial and non financial services to SMEs, Developing and institutionalising public private partnerships for SME sector development. In achieving policy objectives the government will: Enhance implementation of programmes aimed at simplification and rationalisation of procedures and regulations so as to encourage compliance and minimise transaction cost. Continue to improve the physical infrastructures and provision of utilities in collaboration with Local Authorities, private sector and development partners, Promote entrepreneurship development through facilitating improved access of SMEs to financial and non-financial services, Enhance the capacity of institutions providing business training to SMEs, Facilitate and support programmes aimed at increased access of information pertinent to the development of SMEs, facilitate acquisition and adaptation of technologies as well as enhance networking between R&D Institutions and SMEs in a bid to upgrade technologies so as to raise the productivity and competitiveness of the sector, Be committed to

facilitating support programmes aimed at improving SMEs' access to market. Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products and facilitate strengthening of institutions and associations supporting the SME sector. Since the contemporary industrialisation base is relatively weak in the District, Masasi District Council aspires to become a centre for investment and industrialization for sustainable development of the community by 2025. The District Council has the role of coming up with strategic options of using the available opportunities to enhance the capacity of SMEs in the council.

2.3.9 National Agriculture Policy 2013

Agriculture is the mainstay of the Tanzanian economy contributing to about 24.1 percent of GDP, 30 per cent of export earnings and employs about 75 percent of the total labour force. The rate of growth in agriculture is higher than the average annual population growth rate of 2.6 percent implying growth in incomes. However, the average agricultural growth rate of 4.4 percent is insufficient to lead to significant wealth creation and alleviation of poverty, given the low level of agricultural development. Attaining poverty alleviation requires annual agricultural growth rate of from 6 to 8 percent.

Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 percent of agricultural GDP. Agricultural export crops have been growing at about 6 percent while food crops have been growing at 4 percent. Food and cash crops account for about 70 percent of rural incomes. During the formulation of the NAP 2013, a holistic approach has been adopted in order to move away from the concept of food and cash crops towards agricultural commodities encompassing the two concepts as some food crops are also used for cash earning hence there is no demarcation on whether such crops are cash and/or food crops. The

National Agriculture Policy 2013 also takes into account the existence of huge potential and opportunities for development of the agricultural sector. In this view **Vision** of agriculture policy is: An agricultural sector that is modernized, commercial, highly productive and profitable; that utilizes natural resources in an overall sustainable manner in Eastern and Central Africa that acts as an effective basis for inter-sectoral linkages by the year 2025. The **Mission** is: To facilitate the transformation of the agricultural sector into modern, commercial and competitive sector in order to ensure food security and poverty alleviation through increased volumes of competitive crop products. The **General Objective** is: To develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation.

Specific objectives are to:

- (i) Strengthen agricultural support and technical services (research, mechanization, irrigation, extension and training);
- (ii) Increase production, productivity and profitability from utilization of the factors of production (land, labour and capital);
- (iii) Enhance national food and nutrition security and production of surplus for export;
- (iv) Improve agricultural processing with a view to add value to agricultural produce and create jobs;
- (v) Enhance production of quality products in order to improve competitiveness of agricultural products in the domestic, regional and international markets;
- (vi) Increase foreign exchange earnings from exportation of agricultural products;
- (vii) Provide enabling environment to attract private sector investment to take advantage of existing comparative and competitive advantages;

- (viii) Strengthen inter-sectoral coordination and linkages to increase efficiency and effectiveness;
- (ix) Protect and promote integrated and sustainable utilization of agricultural lands; and
- (x) Promote implementation of cross cutting issues in agricultural undertakings.

Since agriculture is the mainstay of Masasi District Council's economy. This strategic plan takes into account the existence of huge potential and opportunities for development of the agricultural sector in the District.

2.3.10 National Livestock Policy 2006

The livestock industry has maintained a steady annual growth rate of over 2.7 percent during the last decade. This is lower than the rate of human population growth of 2.9 percent. According to NSGRP the livestock industry is expected to grow at 9% by year 2010. About 40% of the 3.9 million agricultural households in Tanzania are involved in crops and livestock production. The potential to increase both livestock production and productivity and its contribution to GDP exist, as the land carrying capacity of up to 20 million Livestock Units has not been fully utilized. In promoting livestock development the **Vision** of livestock policy is *"By year 2025, there should be a livestock sector, which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation while conserving the environment."*

The **mission** of the livestock industry is:-*"To ensure that livestock resource is developed and managed sustainably for economic growth and improved human livelihoods"*. The overall objective of the National Livestock Policy is to develop a competitive and more efficient livestock industry that contributes to the improvement of the

well being of the people whose principal occupation and livelihood is based on livestock.

The specific objectives of the National Livestock Policy are to:-

- (i) Contribute towards national food security through increased production, processing and marketing of livestock products to meet national nutritional requirements.
- (ii) Improve standards of living of people engaged in the livestock industry through increased income generation from livestock.
- (iii) Increase the quantity and quality of livestock and livestock products as raw materials for local industry and export.
- (iv) Promote integrated and sustainable use and management of natural resources related to livestock production in order to achieve environmental sustainability.
- (v) Strengthen technical support services, develop and disseminate new technologies.
- (vi) Develop human resources including livestock farmers.
- (vii) Promote production of safe and quality foods of animal origin in order to safeguard consumers.
- (viii) Promote the use of draught animal power and biogas utilization.
- (ix) Mainstream cross-cutting and cross-sectoral issues such as gender, HIV/AIDS, land and environment.

Masasi District has a massive suitable water resources and grazing land suitable for livestock and fisheries development that shall contribute sectoral development.

CHAPTER THREE

STAKEHOLDERS ANALYSIS, STRENGTH WEAKNESSES OPPORTUNITIES CHALLENGES (SWOC) ANALYSIS AND CORE VALUES

3.1 Stakeholders Analysis

Stakeholders analysis for Masasi District Council founded under a basic premise that different groups have different concerns, capacities and interests. Therefore this needed to be explicitly understood and recognized in the process of problem identification, objective setting, target formulation and strategy selection. Stakeholders analysis in Masasi District Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success of the rolling strategic plan (either as implementers, facilitators, beneficiaries or adversaries). The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analyzing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries, and minimize its potential negative impacts (including stakeholder conflicts).

Stakeholders Analysis Matrix

S/N	Stakeholder	Characteristics and Capacity	Role	Expectation/Interest	Potential Impact for not meeting their expectation
1	Communities	Positive response toward project implementation About 95% of population are small farmers with high social and cultural practice Low income earners	Service beneficiaries Project owners, supervisors and implementers and owner	Better service provision from the LGAs and other stakeholders	Loss of hope and Mistrust to council staffs Poor participation in development programmes
2	Central government	Public Entity, Controller of public fund and High Financial Capacity	Budgetary allocations, policy formulation, supervision and evaluation	Proper implementation of policies	Withdraw or delay of grants from the central government
3	Cooperatives society	Community entities Business oriented societies	High financial capacity Collect, store and	Maximize profit for AMCOS members Timely provision of	Conflict among members Collapse of AMCOS Informal market of

S/N	Stakeholder	Characteristics and Capacity	Role	Expectation/Interest	Potential Impact for not meeting their expectation
		Clear organised structure Misappropriation and imbursement of entity funds High financial capacity	secure market for their members	agricultural inputs	Agricultural crops .
4	Development partners (ENZKREIS, JAICA, SWISSAID, THE AGHA KHAN FOUNDATION IMMA, HEART TO, HEART, GIZ, EPISCOPE)	International and local organization They Complement Government efforts They work under MOU bases They are Financial strong	Funding development projects Capacity building to the community	To comply with MOU To abide with their financial regulations Expect intended outputs	With draw their funds Non deliverables
5	Non- Govt. organization MAWODEA,	Non Profit organization Voluntary	Service providers Provide Technical and	Good and mutual cooperation Sustainability of their	With draw their funds Non deliverables

S/N	Stakeholder	Characteristics and Capacity	Role	Expectation/Interest	Potential Impact for not meeting their expectation
	EGPAF, THPS, TOAM, MASOYADENI, SHIKUMU,CCT, PSI, UZIMA NDANDA)	organization Charitable organization Faith based Most of them are donor dependants	non technical assistance Robbing and advocacy	funded projects. Anticipate to see Community ownership	
6	Financial Institution (NMB, CRDB, TPB Mbinga Community Bank)	QUAS public Profit oriented	Provide loans Secure funds Provide financial services	To win more customers through interest	Bank rupt Failure of people to participate in banking saving system.
7	Communication Company (TTCL, VODA, TIGO, HALOTEL, ZANTEL, AIRTEL)	Private entity Public entity High capacity Profit orientation	Communication services in the community	Make profit Improve services	Community losing hope
8	Ministry of Finance and economic affairs	Public entity Controller -	Policy dissemination and supervision	Effective utilization of fund	Withdraw of financial grants
9	PO-RALG	Public entity	Formulation of	Proper management	Withdraw or delay of

S/N	Stakeholder	Characteristics and Capacity	Role	Expectation/Interest	Potential Impact for not meeting their expectation
		High capacity	policy Dissemination of Plans and Development projects	of funds. Timely provision of report	grants from the central government
10	Regional secretariat	Public entity High capacity	Supervisor, advisory, monitoring,	Support and cooperation from SMC Council performing their duties according to guideline	Punishment. Loose trust to the Municipal
11	TANESCO	Public entity Good in finance	Production and supply	Collecting fund from their services	Poor service
12	Private Company and Business People	Private entity Profit oriented High financial capacity	Contribution of implementing different activities Tax payers	Profit maximization	Collapse Failure to contribute to Masasi District Council Failure to pay Tax
13	Political parties	Political oriented	Community	To rule the	Conflict

S/N	Stakeholder	Characteristics and Capacity	Role	Expectation/Interest	Potential Impact for not meeting their expectation
	(CCM, Chadema, CUF, TLP, ACT, UDP, DP, TADEA, NCCR-Mageuzi, UPDP, Demokrasia makini	Dependants from Government. Fund and contribution from their members	sensitization on political affairs Watchdogs to the Government To implement manifesto of their parties	Government To win more members	Strikes
14	Social Security Fund (LAPF, NSSF, GEPF, PSPF, BIMA)	Public entity Private entity Social security oriented Making profit Capacity of financial depending on members contribution	Preparing employee retirement Providing education loan Providing maternity benefit	Enhance fund Having better life after retirement To win more members	Loose hope Community withdraw Collapse Failure to pay
15	Law enforcers (Police ,Prison, Judiciary, JWTZ)	Law enforcers	Maintaining peace and order Assurance of	Cooperation both from community and Masasi District	Punishment SMC not peaceful place

S/N	Stakeholder	Characteristics and Capacity	Role	Expectation/Interest	Potential Impact for not meeting their expectation
			public safety Harmonizing peace Maintaining justice	Council Harmonize live	
16	Academic Institution (VETA, Medical College, OPEN University)	Public entity Private entity Academic Institution Depending on fee	Provide consultancy training	provide education	complaints from stakeholders

3.2 Strength Weaknesses Opportunities Challenges (SWOC)

Sustainable development of Masasi District Council requires effective utilisation of its internal Strength and external Opportunities to address the existing internal Weaknesses and external Challenges. The internal strength and weaknesses and external opportunities and challenges were participatory analysed involving key stakeholders in the District. Through participatory process different Strengths, Weaknesses, Opportunities and Challenges were identified. The following is the summary of SWOC analysis of the Council.

3.2.1 Strengths

- Availability of few qualified, committed and diversified staffs
- Adherence to conditionality and directives from development partners
- Availability of road network within the council.
- Ability to produce quality of social services
- Availability of electronic and non revenue collection systems
- Availability of information system and Council's website
- Availability of team work spirit to some staff
- Availability of a well functional governance structures (Health Board, Full Council, outstanding committees etc)
- Ability to empower woman and youth groups through provision of development funds
- Community readiness to participate in all spheres of development intervention.
- Availability of a well committed teaching staff.
- Strong public private partnership (PPP)
- Good relationship between and among different stakeholders in planning, implementing selected development intervention.
- Presence of committed and experienced leadership.
- Presence of strong community governance structured at lower level Government (LLG)

3.2.2 Weakness

- Lack of team work spirit to serve standards
- Existence of un qualified staffs at lower level governance.
- Community mistrust to council staff and leaders
- Low staff motivation and fringe benefits.
- Lack of Council's capacity building plan
- Lack of transport facilities (Health, Administration, Planning, Education Sector etc)

- Absence of village by laws
- Failure to comply with financial regulations
- Lack of local area network
- Absence of local radio station
- Political interference on technical issues.
- Poor contractor used for road maintenance
- Bureaucratic procedures in implementing legislative framework eg. Procurement Act and regulation
- Absence of open markets
- Insufficiency of Offices at LLG and HLG.
- Shortage of water infrastructures
- Lack of council's data bank
- Environmental destruction
- Inadequate of working facilities in a number of services
- Lack of council hospital
- Un even allocation of teacher to different schools
- Lack of entrepreneurship skills among Community members.
- Poor and inadequate of social infrastructure and facilities
- Lack of food for pre – primary school
- Few of surveyed plots
- Lack of government legislative and sectoral documents.
- Absence of district land registry office
- Insufficient of school inspection
- Insufficient of Agricultural inputs
- Lack of a master plan for growing towns.
- Un exploited irrigation potentials/opportunities
- Lack of community bank
- Low enrolment of CHF members
- Inadequate knowledge and skills on administration and management to some council's leaders and community at large.

- Low capacity of CBOs in developing Constitution and managing their affairs.
- Abbesses of council HIV/AIDS fund
- Existence of dropout and truancy at secondary and primary education.
- Abbesses of ward Agricultural and Livestock Resource centres
- Council's properties /plants and equipment not valued regularly
- Existence of non functional fish branding centres
- Poor participation in community governance structures
- Inadequate of internet service connection.
- Lack of children Baraza at ward and Council level
- Lack of dumping sites
- Lack of solid and liquid management facilities.
- Limited number of SACCOS
- Collapse of the 4 SACCOS
- Presence of high rate of deforestation
- Lack of a village land use plan
- Absence of appropriate technology in bee keeping, energy serving stoves, Brick making etc
- Lack of title deeds to most of council's properties
- Lack of transparency in revenue and expenditure at lower local Government.
- Inadequate of social accountability among key stakeholders
- Limited awareness on integrating gender issues in to development.
- Absence of Youth community development centers.
- Presence of produces envisions.
- Lack of council property rate roll
- Inadequate of teaching and learning facilities for pupils for disabled.

- Poor working environment of teachers councils.
- Lack of inclusion of special needy groups (Elderly, Women and Youth disability, MVC) in development planning process.
- Bad socio cultural practices at community level.
- Lack of supportive monitoring and supervision to community development intervention.
- Lack of financial support for council's newsletters print.
- Inadequate budget for electoral process
- Lack of Civic education to Community
- Lack of 3 R skills during election process.
- Presence of professional misconduct and un ethical.
- Delays in recognition of boundaries of newly established LLG.
- Lack of Hostels in schools at ward levels
- Improper use of organic fertilizers.
- Lack of soil analysis
- Poor prioritization of Agricultural Exhibition in council's plan.
- Lack of electricity and water supply and fire extinguishers for public building.
- Lack of environmental assessment in some of implemented projects.
- Lack of nursery tree to some areas.
- Poor awareness on environmental conservation.
- Lack of knowledge on disaster/management
- Delays to complete projects timely

3.2.3 Opportunities

- Availability of arable land
- Good relationship with development partners/ Actors
- Availability of conducive environment for agriculture production and livestock husbandry and fishing

- Availability of water resources for irrigation and other economic activities.
- Accessibility to National policies and other legislative framework.
- Presence of Agricultural research and training institutions
- Presence of veterinary investigation centre
- Presence of Agriculture training institute
- Presence of Tanzania Forest Fund (TAFO) and other tree related structures
- Free compensation of school and capitation grants
- Stable increase cashew nut production
- Presence of a well equipped Ndanda referral hospital
- Presence of quarry Centers (Chipite and Msanga)
- Availability of human capital in the labour market.
- Presence of legislative framework
- and other supportive documents
- Presence of different system and network for communication
- Presence of CBO's, FBO's and NGO's and other training Institution (TPSC, FDC)
- Presence of Public Service College
- Good relationship between Central Government and LGAs
- Establishment of appeal authority of procurement.
- Establishment of oversight bodies such as PCCB

3.2.4 Challenges

- Few number of road structures such as culvert, bridges
- Shortage of employees/ Staff
- Failure to comply to legislative frameworks
- Climatic Change and variability
- Lack of crops insurance
- Incomplete irrigation schemes infrastructure

- Few training Institutions
- Crop pests and diseases outbreak
- Inadequate of Capitation grants, School fees and school meals
- Shortage of capitation grants, school fee and school meals
- Shortage of employees
- Delay in disbursement of fund from central government.
- Poor road infrastructure
- Delays of information from central government to LGAs
- Occupancy of floods
- Failure to upgrade Council's road network due to frequency change of government priority and policies
- Shortage of slaughter slabs
- Shortage of Dip tanks
- Shortage o improved animal breeds
- Absence of fishing infrastructures
- Shortage of vaccines and animal drugs
- Inadequate water sources
- Lack of processing industries in food and cash crops
- Establishment of oversight bodies such as PCCB.

3.3 Core Values

In fulfilling its functions and achieving the vision of Masasi District Council, the council formulated the core values which are inviolable commitments that express "what the institution is in terms of distinctive philosophy" and what principles or qualities should infuse all practices and activities within the institution. The formulated principles will guides an organization's internal conduct as well as its relationship with the external world. They will be the enduring beliefs of the District Council and the staffs that inhabit it hold in common and endeavour to put into action. Values shall lead the council staff and individuals to believe that some objectives are legitimate or correct and that others

are illegitimate or wrong. They will stand as prerequisite norms for effective and efficient service delivery in any organisation. The implementation of the Masasi District Council strategic Plan is therefore guided by 6 core values that constitute what the council values most. During the analysis of core values for Masasi District Council, the following were identified as core values which will guide operationalisation of the strategic plan.

(i) Community participation, ownership and empowerment

Masasi District Council officials should be committed in participation practices that involve consultation in the development of rules, regulations, local policies and decision-making, elections and other democratic processes. Participation shall provide access to important information about the needs and priorities of individuals, communities and private businesses. All District Council's staff should be inclusive in all decisions made; this should include involving its internal and external stakeholders in decision making processes to create a sense of ownership. In empowering community members, Masasi District council's officials should create the ability of people to gain understanding and control over personal, social, economic and political forces in order to take action to improve their life situations. Officials should come up with process by which individuals and communities are enabled to take power and act effectively in gaining greater control, efficacy, and social justice in changing their lives and their environment.

(ii) Team work spirit

Staff should also work in team to increase effectiveness and efficiency. All staff and members organizations put their personal agendas and interests aside to save their needs of its organizational needs and those customers and clients.

(iii) Integrity and hard work spirit

All staff should be truthful, sincere, fair and consistent in all dealings, acknowledge the persons dignity, and be thoughtful of people's needs and supporting them in ways that protect their ways and self esteem/dignity. Spending time and energy and to ensure that people are well served, avoid corruption practices. Council's staff shall be committed and motivated to achieve its objectives and targets.

(vi) Innovation and creativity

Masasi District Council officials should innovate new technologies and be creative in seeing challenges as opportunities to capitalize on for promoting human development.

(iv) Respect of human rights

All the institutional process of setting, interpreting and implementing laws and other regulations should respect human rights. It means that decisions taken by the District Council Officials must be founded in law and those private firms and individuals are protected from arbitrary decisions. The council staff should practice governance that is free from distortionary incentives - through corruption, nepotism, patronage or capture by narrow private interest groups; guarantees property and personal rights; and achieves some sort of social stability. This provides a degree of reliability and predictability that is essential for firms and individuals to take good decisions

(vi) Continuous learning and Customer orientation

Continuous learning is a conviction of Masasi District council taking cognisant that knowledge will never be complete and this can be realised through collaborative and continuous learning from other organisations and institutions. In operationalisation of District functions all staff shall put its customers first by providing them with quality and reliable services thus meeting their needs.

CHAPTER FOUR

THE PLAN

4.1 Vision

The Vision of Masasi District Council is to be a Council where all people access quality services and hold power to produce for sustainable development of the community by 2025.

4.2 Mission

To provide quality service, empower community through proper use of available resource and enhance revenue collection for sustainable development of the community

4.3 Strategic Objectives

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced
- F. Social welfare, gender and community empowerment improved
- G. Emergence preparedness and disaster management improved
- H. Management of natural resources and environment improved
- I. Information and communication Technology improved

4.4 Strategic objectives, Result Area, Targets, Strategies and Performance Indicators

4.4.1 Strategic Objective 1

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National

Anti-Corruption Strategy

E. Good governance and administrative services enhanced

4.4.1.1 Result Area: Administration and Human Resource

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	17 ward executive and 127 village Executives trained on HIV/ADS by 2018	Allocate fund for training Facilitate training for HIV/ADS	Number of Ward Executives trained HIV/AIDS
B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy	Facilitate seminars on anti-corruption to 194 employees from administration department by June 2019	Allocate fund for training Financial and material support from stake holders	Number of Employee in Administration Department trained on anticorruption.
E. Good governance and administrative services enhanced	Provide Transport facilities for 5 employees in the Human resource Department and 34 ward executive by June 2021.	Allocate fund for for 1 Car and 34 Motorcycles for Ward Executives Grant from the Government	Number of Employees and Ward Executives obtaining Transport

Strategic Objective	Target	Strategies	Performance Indicators
	Provide Working facilities for 5 employees in administration and human Resource department and 10 for Ward Executives by June 2021	Allocate fund for facilitating obtaining 15 Computers Grant from Government. Grant from donors	Number of Computers Purchased.
	10 ward executive and 23 village executive transferred to Other station of work by June 2021	Allocate fund for transfer of 10 Wards and Village Executives Advise ward and village executive to request transfer for their own expenses.	Number of Ward and Village Executives Transferred.
	Provide 2 ward offices and 3 village offices to Ward and Village Executives by June 2021	Facilitate community to contribute in construction of ward and village offices. Grant from the	Number of Ward and Village Offices constructed.

Strategic Objective	Target	Strategies	Performance Indicators
		Government. Allocate of fund for construction of ward and village offices	
	Provide 3 Houses for Wards Executives by June 2019	Facilitate Community to make contribution in construction of Ward Houses. Allocate fund for construction of Houses	Number of houses constructed.
E. Good governance and administrative services enhanced	17 Ward Executives and 39 Village Executives recruited by June 2021	Allocate fund for 17 Ward and 39 Village Executives recruitment Ask a Permit for Ward and Village Executives	Number of Ward and Village Executives Recruited
	18 Village Executives Promoted to Certificates level by June	Allocate fund for training Village Executives Facilitate	Number of Village Executives obtaining Certificates.

Strategic Objective	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced	2019	Village Executive to apply for College.	
	Conducive Working environment improved for decision making to 48 Councilors by 2021	Allocate fund for 48 Councilors Working environment improvement	Number of Councilors Working environment improved
	Conducive Working environment to 194 Staff ensured by 2021	Allocate fund for 194 staff Working environment	Number of staff working environment improved
	Sustainable statutory contributions to higher and lower level increased from 60% to 90% by 2021	Allocate fund for Statutory Contributions	Number of Contributions Provided

4.4.2 Strategic Objective 2

A. Services improved and HIV/AIDS infections reduced

C. Access quality and equitable social service delivery improved

4.4.2.1 Result Area: Health

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Prevalence rate of HIV/AIDS and STI reduced from 3.5% and 2.0% (2015) to 2% and 1% respectively by June, 2021	Allocate finance resource. Mobilise community and development partners. Build Capacity.	Number of HIV/AIDS death reduced
C. Access, quality and equitable social service delivery improved	Maternal Mortality Rate reduced from 114/100,000 (2015) to 90/100,000 by June, 2021.	Allocate finance resource. Mobilise community and development partners. Capacity building.	Number of maternal death reduced.
C. Access, quality and equitable social service delivery improved	Under five Mortality Rate reduced from 2/1000 to 1/1000 by June, 2021	Allocate finance resource. Mobilise community and development partners. Build Capacity	Number of under five deaths reduced.
	Infant Mortality Rate reduced from 4/1000 (2015) to 1/1000 by June, 2021	Allocate finance resource. Mobilise community and development partners. Build Capacity	Number of infant death reduced.
	C. Access, quality and equitable Neonatal Mortality Rate from 9/1000	Allocate finance resource. Mobilise	Number of neonatal death reduced.

Strategic Objective	Target	Strategies	Performance Indicators
social service delivery improved	(2015) to 4/1000 by June, 2021	community and development partners. Build Capacity	
	Prevalence rate of malaria reduced from 39.04% (2015) to 20% by June, 2021	Allocate finance resource. Mobilise community & development partners. Mobilise community	Number of maternal death reduced.
	Low CHF enrolment reduced from 72% (2015) to 22% by June, 2021	Mobilise community	Increased number of clients enrolled to CHF.
	Shortage of skill mix staff of Human resource for health and social welfare at all levels reduced from 75.44% (2015) to 26% by June, 2021	Request employment permit. Capacity building.	Number of HRH increased.
	Low motivation of health workers reduced from 25% (2015) to 15% by June, 2021	Allocate finance resource.	Number of motivated staff increased.

Strategic Objective	Target	Strategies	Performance Indicators
	9. Weak institutional management capacity for health and social welfare services reduced from 27% (2015) to 20% by June, 2021	Allocate finance resource. Capacity building.	Improved Institutional management capacity for health and social welfare services.
	Inadequate management capacity of emergency preparedness and response at all levels reduced from 17% (2015) to 5% by June, 2021	Allocate finance resource. Mobilise community & development partners. Capacity building.	Improved management capacity of emergency preparedness and response at all levels.
C. Access, quality and equitable social service delivery improved	Low community participation in health and social welfare promotion reduced from 40% (2015) to 25% by June, 2021	Sensitize community.	Number of community participation in health and social welfare promotion increased.
C. Access, quality and equitable social service	Rate of patients with complications associated with	Sensitize community.	Number of patients with complications associated with traditional medicine

Strategic Objective	Target	Strategies	Performance Indicators
delivery improved	traditional medicine and alternative healing practices reduced from 35% (2015) to 20% by June, 2021		and alternative healing practices reduced.
	Shortage of clean and safe water in Health facilities reduced from 71% (2015) to 31% by June, 2021,	Allocate finance resource.	Number of facilities with clean and safe water increased.
	Shortage of health facilities infrastructure reduced from 72.3% (2015) to 32.3% by June, 2021	Allocate finance resource. Mobilise community	Number of Facilities infrastructures increased.
	Inadequate gas cylinders for cold chain management reduced from 40.4% to 0% by June, 2019	Allocate finance resource.	Number of gas cylinders increased.
	Low coverage of penta valent 3 and OPV 0 reduced from 4.1% and 30.3%	Allocate finance resource. Capacity building.	Coverage of penta 3 and OPV 0 increased.

Strategic Objective	Target	Strategies	Performance Indicators
	(2015) to 0 by June, 2021		
	Shortage of toilets reduced from 13.5% (2015) to 5% by June, 2021	Allocate finance resource. Mobilise community.	Number of toilets increased.
	Prevalence of severe malnutrition and moderate malnutrition reduced from 1% and 21% (2015) to 0 and 5% respectively by June, 2021	Allocate finance resource. Mobilize community.	Reduced number of severe malnutrition and moderate malnutrition.
C. Access, quality and equitable social service delivery improved	High in access rate of health and social welfare services for Most Vulnerable Children and Elders reduced from 64% and 47% (2015) to 45% and 30% respectively by June, 2021	Allocate finance resource. Mobilise development partners.	Number of Most Vulnerable Children and Elders maternal death access social welfare services increased.
	4 Ambulances vehicle procured by June, 2021	Allocate finance resource. Mobilise development	Number of maternal death reduced

Strategic Objective	Target	Strategies	Performance Indicators
		partners.	
	21. Low CTC enrolment rate reduced from 35% (2015) to 5% by June, 2021	Allocate finance resource. Sensitize community.	Increased number of clients enrolled to CTC.

4.4.3 Strategic Objective 3

A. Services improved and HIV/AIDS infections reduced

D. Quantity and quality of economic services and infrastructure improved

4.4.3.1 Result Area: Land and Natural Resource

Strategic Objective	Target	Strategies	Performance Indicators
D. Quantity and quality of economic services and infrastructure improved	Surveyed Farms increased from 3,400 in 2015 to 8,400 by June 2020	Get skilled personnel from other relating fields Mobilizing community in fund contribution Train assistant surveyors in village to help in farm survey	Number of Farms surveyed

Strategic Objective	Target	Strategies	Performance Indicators
	Surveyed plots increased from 287 to 3,287 by June 2020	Get skilled personnel from other relating fields Mobilize community in fund contribution	Number of plots surveyed
	Village Land Use Plans increased from 17 in 2015 to 67 by June 2020	Train paraprofessionals to assist in preparing Village Land Use Plans Mobilize community in fund contribution	Village land use plan Document prepared
D. Quantity and quality of economic services and infrastructure improved	Council's land registry established by June 2020	Equip necessary tools for registry	Council's Land registry established
	Difference between number of farms surveyed and their corresponding CCROs removed by June 2018	Equip necessary tools and materials for CCROs preparation	Difference between number of surveyed farms and their corresponding CCROs

Strategic Objective	Target	Strategies	Performance Indicators
	3,287 number of CROs granted by June 2020	Mobilize community in fund contribution	Number of CROs prepared and granted
	Master plan for One Growing town prepared by June 2020	Mobilize different stakeholders to get their inputs for preparation of master Plans	Prepared document of the Master Plan
	All Council's properties, plants and equipments valued by June 2017	Get (lend) skilled personnel from other relating fields to assist valuing council's properties	Signed Asset Valuation Report
	Title deeds for all council's properties prepared by June 2020	Equip necessary tools and materials	Number of Title deeds prepared
	Valuate roll for all properties in Masasi District Council prepared by June 2020	Train paraprofessionals to assist in preparing Valuation roll	Valuation roll document prepared
	Village Forest	Undertake	Number of

Strategic Objective	Target	Strategies	Performance Indicators
	Reserves increased from 2 in 2015 to 4 by June 2020	Village Land Use Plan 12.2 Conducting Participatory Forest Management	village Forests reserved
	Trees planted yearly increased from 900,000 in 2015 to 1,500,000 by June 2017.	Assist community groups and all schools with materials and tools for tree nurseries establishment	Number of trees planted.
D. Quantity and quality of economic services and infrastructure improved	Injuries and deaths from dangerous wild animals prevented by June, 2020.	Harvest the dangerous animals Train Community on taking precaution and protection against dangerous animals	Number of Injuries and deaths

4.4.4 Strategic Objective 4

C. Access, quality and equitable social service delivery improved

4.4.4.1 Result Area: Primary Education

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	629 classroom constructed in 124 primary schools by 2021	Mobilize community Donors contribution	Number of classrooms constructed
	1026 pit latrines constructed in schools by 2021	Mobilize Community Mobilize resources Solicit of funds from stakeholders	Number of pit latrines constructed
	711 teacher houses constructed in 124 primary schools by 2021	Mobilize community Donors contribution Solicit of funds from stakeholders	Number of teacher houses constructed
	Number of Pre – Primary Classes increased from 20% to 100% by 2021	Gather Information Mobilize community Formulating committees	Number of Pre-primary classes constructed
	248 primary teachers trained on improve curriculum by June 2017	Gather Information Solicit of funds from stakeholders	Number of seminars conducted annually

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	Number of learning material for pupils with special needs increased from 45% to 100% by 2021.	Donors contribution Solicit of funds from stakeholders Capitation contribution	Number of learning and teaching material increased
	Number of non teaching staff increased from 20% to 80% by June 2018	Ask Permission for recruitment	Number of Non teaching staff recruited.
	Regular inspections conducted annually by June 2017		Number of pupils passed increased

4.4.5 Strategic Objective 5

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced

4.4.5.1 Result Area: Secondary Education

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Departmental staffs and 27 heads of Secondary schools trained by June 2020	Allocate Fund from Departmental budget Conduct Seminar Collaborate with experts to provide Train	Number of departmental staffs and heads of secondary schools trained on HIV/AIDS
	Teachers in 26 Secondary school Trained on Ant Corruption by June 2020	Allocate Fund from Departmental budget Conduct Seminar Collaborate with experts to provide Train	Number of teachers trained on Ant Corruption.
C. Access, quality and equitable social service delivery improved	Secondary school upgraded to A level by June 2020	Allocate Fund from Departmental budget Allocate Fund from Different source of Revenue of Masasi council budget	Number of school upgraded to A level
	SEDP quarterly reports submitted by June 2020	Allocate fund from Departmental budget.	Number of SEDP quarterly report submitted
	Form two	Allocate fund	Form two

Strategic Objective	Target	Strategies	Performance Indicators
	National examination in 27 secondary schools facilitated by June 2020	from Departmental budget.	examination facilitated
	7,604 students provided with food by June 2020	4.4 Allocate fund from Departmental budget.	Number of students provided with food
	Sufficient books purchased by June 2020	Collaborate with experts to provide food	Number of Books purchased
C. Access, quality and equitable social service delivery improved	Secondary School purchased teaching and learning material by June 2020.	Allocate fund from Departmental budget.	Number of teaching and learning Material purchased
	Secondary school Sports competition conducted by June 2020	Collaborate with experts to provide text books	Number of sports Competition conducted.
C. Access, quality and equitable social service delivery improved	Form four National examinations facilitated in 27 secondary schools by June 2020.	Allocate fund from Departmental budget.	Form four national examination facilitated
	Form Six National	Collaborate with experts to	Form six national examination

Strategic Objective	Target	Strategies	Performance Indicators
	examination facilitated in 27 secondary schools by June 2020	support school competition	facilitated
	9 Secondary school teacher attended training by June 2020	Allocate fund from Departmental budget.	Number of teachers attended Training
	13 Secondary school teachers and 5 departmental staff trained on importance of Hot culture unit by June 2020.	Allocate fund from Departmental budget.	Number of Teachers and Staff Trained
	10 Secondary school ongoing project monitored by June 2020	Allocate fund from Departmental budget.	Number of ongoing project monitored
	27 Secondary school Data collected and submitted to MOEVT by June 2020	Collaborate with experts to support school training	Number of secondary schools Data collected and Submitted
	90% Preparation of Departmental Budget and report submitted by June 2020	Allocate fund from Departmental budget.	Percentage of departmental budget and report submitted
	Secondary		Percentage of

Strategic Objective	Target	Strategies	Performance Indicators
	administration operational cost met from 50% to 90% by 2020	12. Allocate fund from Departmental budget	secondary administration operational cost met
	Schools inspected by June 2020	Allocate fund from Departmental budget	Number of school inspected
D. Quantity and quality of economic services and infrastructure improved	1 2 Secondary schools connected by electricity by June 2020	Allocate fund from Departmental budget	Number of schools connected with Electricity.
	49 Secondary schools laboratory equipped with furniture's by June 2020	Allocate Fund from Different source of Revenue of Masasi	Number of schools Laboratories equipped
D. Quantity and quality of economic services and infrastructure improved	200 Teacher houses constructed by June 2020	Allocate fund from Departmental budget Collaborate with experts to support school competition	Number of teacher houses constructed
	1 Education departmental Motor vehicle purchased by June 2020	Allocate fund from Departmental budget Collaborate with 5:4 Stakeholder	Number of motor vehicle purchased

Strategic Objective	Target	Strategies	Performance Indicators
		to buy motor vehicle	
	12 Secondary schools Connected by water service by June 2020	Allocate fund from Departmental budget	Number of schools connected with Water
	23 Hostels in secondary school constructed by June 2020	Allocate fund from Departmental budget.	Numbers of hostels constructed in Secondary schools
	38 Toilet of Secondary schools to be constructed by June 2020	Allocate fund from Departmental budget	Number of Toilet constructed at School
	640 Beds of Secondary school bought by June 2020	Allocate fund from Departmental budget	Number of Beds bought
	30 Non teacher Staff of Secondary school employed by June 2020	Allocate fund from Departmental budget	Number of Non teacher employed
	144 teachers in secondary schools employed by June 2020	Allocate fund from Departmental budget	Number of teacher employed
	7,604 Student offered food by June 2020	Allocate fund from Departmental	Number of students offered food.

Strategic Objective	Target	Strategies	Performance Indicators
		budget	
	15 classroom of secondary school constructed by June 2020	Collaborate with stakeholder to construct classroom. Allocate fund from Departmental budget	Number of classroom constructed in secondary school
E. Good governance and administrative services enhanced	Secondary school student drop out and Truancy reduced from 6% to 0% by June 2020	Collaborate with experts to provide Train To teachers	The number student
	Team work spirit improved from 50% to 70% by June 2020	Conduct Seminar	Drop out and truancy reduced
	Transparency in revenue and expenditure improved from 50% to 90% by June 2020	Collaborate with experts to provide Training to teachers Conduct Seminar	Percentage of team work improved
	Departmental academic meeting conducted by June 2020	Collaborate with experts to provide Train To teachers	Percentages of transparency and expenditure improved
	Education Stakeholders meeting	Allocate fund from Departmental	Number of Departmental academic meeting

Strategic Objective	Target	Strategies	Performance Indicators
	conducted by June 2020	budget	conducted

4.4.6 Strategic Objective 6

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved

4.4.6.1 Result Area: Water

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	6 COWSOs formulated in 6 villages by June 2017	Allocate fund from central government Mobilize community Open bank account	Number of COWSOs Formulated
	10 trainings of environmental conservation conducted in 5 village by June 2021	Allocate fund from central government Mobilize community	Training conducted
	12 Trainings of water contribution	Allocate fund from central government	Trainings conducted.

Strategic Objective	Target	Strategies	Performance Indicators
	conducted in 12 villages by June 2018	Mobilize community	
D. Quantity and quality of economic services and infrastructure improved	2 Gravity water schemes constructed in 7 villages by June 2021	Allocate fund from central government Raise fund from community	Gravity water schemes constructed.
	5 Deep boreholes rehabilitated in 5 villages by June 2019	Allocate fund from central government Community participation	5 deep boreholes rehabilitated.
	7 Medium boreholes rehabilitated in 7 villages by June 2021	Allocate fund from central government Community participation	7 medium boreholes rehabilitated
	7 Shallow wells rehabilitated in 7 villages by June 2021	Allocate fund from central government Community participation	7 Shallow wells rehabilitated.
	5 treatment water tanks constructed in 5 villages by June	Allocate funds from central government	5 treatment water tanks constructed

4.4.7 Strategic Objective 7

A. Services improved and HIV/AIDS infections reduced

D. Quantity and quality of economic services and infrastructure improved

4.4.7.1 Result Area: Community Development Gender and Children

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Stigma, Denial and discrimination reduced in 34 wards by June 2021	Sensitize and mobilize community Collaborate with stakeholders to support	Number of meetings, events conducted
	Increased number of NGOs and CBO who report through TOMSHA from 7 in 2015 to 40 by 2021	Capacitate CMAC, WMAC VMAC and NGO on reporting TOMSHA	Number of NGOs, TOMSHA report
	Increased number of supported MVC from 201 MVC in 2015 to 1500 MVC by June 2021	Mobilize community to take care for MVC Collaborate with stakeholders in supporting MVC	Number of MVC supported
	34 WMAC and 166 VMAC formulated and managed by June 2021	Mobilize community to participate in committees	Number of WMAC and VMAC formulated
A. Services improved and HIV/AIDS infections reduced	Increased number of PLHIV CBOs supported from 10 CBOs in 2014 to 75 CBOs	mobilize stakeholders to support PLHIV CBOs Sensitize PLHV	Number of Groups supported

Strategic Objective	Target	Strategies	Performance Indicators
	by 2021	to join or to establish new	
	Increased number of PLHIV CBOs supported from 10 CBOs in 2014 to 75 CBOs by 2021	Mobilize stakeholders to support PLHIV CBOs Sensitize PLHV to join or to establish new	Number of PLHIV CBOs with support
	Monitoring and Evaluation plan strengthened by June 2021		
	Council HIV/AIDS multi sect oral Funds Established by June 2021	Mobilize internal and external resource	Council HIV/AIDS Multi sect oral funds established
D. Quantity and quality of economic services and infrastructure improved	One focal development college FDC constructed by June 2021	Consultation with Ministry of Health, Community Development, Gender elderly and Children Identification of FDC location area Mobilize other stakeholder to contribute resource	Availability of FDC
	20 Youth Community Development centers constructed by June 2021	Mobilize stakeholders contribute resources. Sensitize youth to participate on construction	Number of youth centers constructed

Strategic Objective	Target	Strategies	Performance Indicators
		Consult engineer for technical support	
F. Social welfare, gender and community empowerment improved	Increased number of trained women and youth economic groups from 10 groups (2015) to 2500 by June 2021	Identify IGA groups Identify training need assessment Mobilize NGOs to support resource Strengthening linkage relationship between CBOs and lower level leaders	Number of youth and women groups trained
F. Social welfare, gender and community empowerment improved	One council community Banks formed and operated by June 2021	Conduct survey need assessment location identification Communicating with responsible authority Funds solicit from other donors Mobile community to contribute	Availability of community bank
	1000 village community banks (VICOBA) improved on financial management by June 2021	Identify Village community banks in 166; and register. Mobilize VICOBA to improve financial	Number of VICOBA improved

Strategic Objective	Target	Strategies	Performance Indicators
		management	
	Awareness created to 5,000 household on the importance of saving by June 2021	Lobbying and advocacy Cooperate with serving and credit institution	Number of households access to serving
	Awareness created to 166 villages on importance of mainstreaming gender issues in the development plans by June 2021	Consult 166 village council Cooperate with NGOs and CBOs Mobilize and encourage women to have network	Number of villages addressing gender issues
	101 children baraza formed by June 2018	Mobilize guidelines Consultation with village council, primary and secondary school 6.3 mobilize meetings	Number of Children baraza established
	Appropriate technology applied to improve performance in 10 economic groups by June 2021	Identify IGA groups with access to technology Mobilize stakeholder to support	Number of groups with appropriate technology
	Increased number of CBOs with quality constitution from 670 (2015) to 5000 CBOs by	Recruitment of CDOs in 31 Wards Use of WEO and NGOs to support CBO	Number of CBOs with quality constitution

Strategic Objective	Target	Strategies	Performance Indicators
	June 2021		
	166 village have quality village plans by June 2021	Mobilize stake holders to support Dialogue with village councils and WDC Review of past village plans	Number of village with quality Village plan
F. Social welfare, gender and community empowerment improved	Monitoring and evaluation enhanced in 34 wards by June 2021	Prepare schedule and terms of references 10.2. consultation with RS for evaluation 10.3Prepare team of monitoring	Number of M & E reports
	166 out and in of school clubs formed by June 2021	Use lobbying and advocacy skills Formation of clubs Stakeholders Mobilization Promotion of vocation skills Sports strengthening School and Community Outreach programs Participatory research and survey Life skills classes	Number of In and out of school clubs formed

4.4.8 Strategic Objective 8

D. Quantity and quality of economic services and infrastructure improved

4.4.8.1 Result Area: Works

Strategic Objective	Target	Strategies	Performance Indicators
D. Quantity and quality of economic services and infrastructure improved	1,370.2 km of road upgraded to gravel standard in 36 wards by June, 2021.	<p>Allocate fund from central government.</p> <p>Allocate fund from council own source</p> <p>Mobilize community on manpower contribution.</p> <p>Mobilize fund from development partners.</p>	Number of kilometer upgraded.
	All road infrastructure destroyed by floods reconstructed by June, 2021	<p>Allocate contingent fund.</p> <p>Mobilize stakeholder on fund contribution.</p>	Number of destroyed infrastructure reconstructed.
	182 culverts constructed in 36 wards by June, 2021.	<p>Allocate fund from central government.</p> <p>Allocate fund</p>	Number of culverts constructed.

Strategic Objective	Target	Strategies	Performance Indicators
		from council own source Mobilize development partners on fund contribution.	
D. Quantity and quality of economic services and infrastructure improved	500 km of road filled in order to raise road embankment by 2021	Allocate fund from central government. Allocate fund from council own source Mobilize development partners on fund contribution.	Number of kilometers of road filled.
	1969 number of road furniture erected in 1247 km by 2021	Allocate fund from central government. Allocate fund from council own source Mobilize development partners on fund contribution	Number of road furniture constructed.
	563 km of new road network constructed in 36 wards by June, 20121.	Allocate fund from central government. Allocate fund from council own source Mobilize	Number of kilometers constructed.

Strategic Objective	Target	Strategies	Performance Indicators
		community on manpower contribution. Mobilize fund from development partners.	
	7 bridges constructed to seven rivers by June, 2021.	Allocate fund from central government. Allocate fund from council own source	Number of bridges constructed
	4 road construction machineries purchased by June, 2021	Allocate fund from council own source Mobilize fund from development partners.	Number of machineries purchased

4.4.9 Strategic Objective 9

E. Good governance and administrative services enhanced

4.4.9.1 Result Area: Planning Statistics and Monitoring

Strategic Objective	Target	Strategies	Performance Indicators
E. Good governance and administrative services	New data management system installed in 13 department by	Allocate fund from difference sources of revenue of District Council	Number of data collection system installed

Strategic Objective	Target	Strategies	Performance Indicators
enhanced	June, 2021	Collaborate with government institution expert in data management system	
	Monitoring and supervision conducted in 166 Villages improved from 40% in 2016 to 90% by June, 2021	Allocate fund in development plan and budget to facilitate planning department with vehicle Use other department vehicles to conduct project monitoring and supervision Use motorcycle to conduct project monitoring and supervision	Percentage of project supervised

Strategic Objective	Target	Strategies	Performance Indicators
	4 Planning staffs imparted knowledge on local government operating systems by June 2021	Collaborate with experts to provide training	Number of staffs trained
	Conducive working environment to 4 planning staff improved 40% in 2016 to 90% by June 2018	Allocate fund in Council budget in plan for provision of motivation and fringe benefit	Percentage of fringe benefit provided

4.4.10 Strategic Objective 10

C. Access, quality and equitable social service delivery improved

E. Good governance and administrative services enhanced

G. Emergence preparedness and disaster management improved

4.4.10.1 Result Area: Environment and Solid Waste Management

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	34 dumping sites established in 34 Wards by June 2021	Allocate fund	Number of wards with dumping site
	830 dust bins, supplied in 166 villages by June	Allocate fund	Number of dust bin

Strategic Objective	Target	Strategies	Performance Indicators
	2021		
	2 computers procured by June 2019	Allocate fund	Staff member with computer
	Office furniture procured by June 2019	Allocate fund	Number of office furniture
	2 Solid waste transporting lorries supplied/funded in 2 towns centers by June 2021	Grant from donor Grant from Government	Number of towns with solid waste transporting lorries
	10 motorcycles supplied in 10 Wards Environmental staff by June 2021	Allocate fund	Number of staff with motorcycles
	1 vehicle supplied in headquarter office by June 2021	Grant from donor Grant from Government	Number of vehicle
	2 Grass cutting machine procured by June 2019	Allocate fund	Number of grass cutting machine
	3 water spring machine Procured by June 2019	Allocate fund	Number of water spring machine
	Cleanness	Allocate fund	Number of

Strategic Objective	Target	Strategies	Performance Indicators
	facilities purchased by June 2020	Involve procurement unit Involve hearth department	cleanness tool
	1 office printer supplied by June 2019	Allocate fund	Number of printer supplied
	2 solid waste skip loaders supplied in 2 division by June 2021	Grant from donor Grant from Government	Number of solid waste skip loader
	34 wards supervised on environmental issues by June 2021	Allocate fund Involve other environmental experts Involve other department	Number of wards
E. Good governance and administrative services enhanced	The number of Environment Officers increased from 3 in 2016 to 39 by June 2021	Allocate fund Involve human resource department	Number of staff
	Benefits and fringes provided to 39 staff members by June 2021	Allocate fund	Number of staff
G. Emergence preparedness and disaster management	83 Environmental groups created to 83 villages by June 2021	Allocate fund Involve other environmental expert	Number of groups

Strategic Objective	Target	Strategies	Performance Indicators
improved	Environmental conservation and management awareness created to 83 environmental groups by June 2021.	Allocate fund Involve other environmental expert	Number of groups
	Number of projects with no environmental impact assessments decreased from 50 to 0 by June 2021	Allocate fund Involve other departments	Number of projects
	Number of tree nurseries increased from 5 to 100 by June 2021	Allocate fund Involve departments and other environmental staff	number nurseries tree
	Knowledge of disaster preparedness and management created in 83 environmental management committee by 2021	Allocate fund	Number of groups
	Attractiveness gardens	Allocate fund Garden experts	Gardens

Strategic Objective	Target	Strategies	Performance Indicators
	established at headquarter office by June 2021		
	Environmental day honored each year by June 2021	Allocate fund Grant from Government	Commemorated Environmental days
	30 local project assessed on Environmental Impact Assessment by June 2021	Allocate fund Involve other departments	Number of project

4.4.11 Strategic Objective 11

C. Access, quality and equitable social service delivery improved

E. Good governance and administrative services enhanced

4.4.11.1 Result Area: Legal

Strategic Objective	Target	Strategies	Performance Indicators
C. Improve access, quality and equitable social service delivery	24 By-laws enacted by 2017.	Budget set up for 24 By-laws. Holding referendum to the community.	By-laws enacted
	34 Directives supplied to ward tribunal members by June 2017.	Purchase and supply directives to 34 ward tribunals. Giving legal education to	Directives supplied /distributed to ward tribunals.

Strategic Objective	Target	Strategies	Performance Indicators
		ward tribunal members Budget set up for directives	
	Volume I-XII (JUTA) Acts of Parliament supplied to the council by June 2017	Purchase volume I-XII (JUTA) Acts of Parliament Budget set up for buying Acts of Parliament	JUTA volume I-XII (Acts of Parliament) supplied
	1983-2012 Tanzania Law Reports supplied to the council by June 2017.	Purchase Tanzania Law Reports of 1983-2012 Budget set up for buying Tanzania Law Reports.	Tanzania Law Reports of 1983-2012 supplied
E. Enhance Good governance and administrative services	34 ward Tribunals members visited by June 2017	Budget set up for visiting and giving legal education to 34 tribunals Visit 34 wards Tribunals.	Ward tribunal members supervised
	16 court assessors were appointed by June 2016	Appoint 16 court assessors.	Number of court assessor appointed

4.4.12 Strategic Objective 12

E. Good governance and administrative services enhanced

4.4.12.1 Result Area: Finance and Trade

Strategic Objective	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced	Financial Accounting procedures and standards adhered in preparing 5 financial statement by June, 2017	Conduct training on the proper use of available standards and follow procedures	Number of audit queries decreased
	27 Finance and Trade staff motivated by June, 2017	Provide other employment benefits	Number of finance and trade staff motivated
E. Good governance and administrative services enhanced	Council own source revenue collection increased from TZS 3,028,500,000 2014/2015 to TZS. 4,000,000,000 by June, 2017	Conduct regular patrol in areas where most traders evade to pay cess Introduce new bylaws over new sources of revenue Initiate new sources of revenue Procure motor vehicle to be used in revenue collection	Amount of revenue collection increased

Strategic Objective	Target	Strategies	Performance Indicators
	5 Council financial statements improved by June, 2017	Conduct training to finance staff on how to prepare financial statements Value Council assets	Un qualified Opinion obtained
	Working environment to 27 Finance and Trade staff improved by June, 2017	Procure office furniture 5.2 Procure computers and Printer Renovate offices	Quality of working environment to Finance and Trade staff increased

4.4.13 Strategic Objective 13

- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced

4.4.13.1 Result Area: Agriculture Irrigation and Co operative

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	4500 farmers trained on cash and food crop production by June 2021	Awareness creation on good rice production in the existing two irrigation schemes	Increased rice production from 0.9 t/ha to 3.6 t /ha

Strategic Objective	Target	Strategies	Performance Indicators
	Increased knowledge on Cooperative among AMCOS and SACCOS members on cooperative management by June 2021	Periodic capacity building to farmers on cooperative knowledge	Availability of strong AMCOS and SACCOS
	Increased utilization of agricultural inputs for both food and Cash crops by June 2021	Capacity building on input utilization to Extension workers. Training farmer on input utilization through Farmers Field School (FFS).	Increased utilization of planting and top dressing fertilisers for annual crops Increased utilization of insecticides by farmers
	Transport facilities improved from 1- 3 motor vehicles and 26 motor cycles purchased for extension services by	buy 3 motor vehicles, one for agriculture, Irrigation and Cooperative sections	Presence of three motor vehicles All Extension workers facilitated with motor cycles

Strategic Objective	Target	Strategies	Performance Indicators
	June 2021		
	Capacity building plan to staffs improved by June 2021	Release of staffs to different short and long term training	Availability of trained staffs
	Increased productivity of all crops per unit area by June 2021	Capacity building for farmers and Extension worker on agronomical practices	Increased crop production
	Increase availability of farmer Field schools at ward level by June 2021	Create awareness to farmers on importance of FFS Extension Officers to have working calendar to use on capacity building on different crops	Presence of FFS in each ward
D. Quantity and quality of economic services and infrastructure	Agricultural exhibition budget in Council's own source plan	Set budget for agricultural exhibition from ward to national level.	Smooth participation in agricultural exhibition at all levels.

Strategic Objective	Target	Strategies	Performance Indicators
improved	established by June 2021		
	Improved management of crop pest and diseases outbreak by June 2021	Increase awareness to farmers on integrated pest management	Availability of healthily grown crops
D. Quantity and quality of economic services and infrastructure improved	Two irrigation scheme infrastructure completed by June 2021	Mobilise funds for completion of Ndanda and Mkungu irrigation schemes.	Availability of completed two irrigation schemes.
	Increased improved irrigation area from 382 ha to 600 ha in the district council by June 2021	Create awareness to villagers in Ruvuma basin villages, Lukuledi, and Chigugu basin Mobilise of funds visibility study for irrigation scheme development in the identified villages	Number of irrigation projects identified 3.2 Availability of EIA reports Presence of environmental impact assessment report

Strategic Objective	Target	Strategies	Performance Indicators
		Mobilise Environmental Impact Assessment for the sustainability of the irrigation projects	
	One cashew nut seed and scion garden introduce by June 2021	Identification of the area to locate the garden Planting of the improved polyclonal cashew varieties	Increased availability of improved cashew planting materials Increased cashew productivity
	20% crop cess for agricultural development located by June 2021.	Increase the amount of crop cess contributed from own source to agricultural sector from Tsh 11 000,000 to 20 % of District crop cess	Improved extension service delivery.
	Soil analysis	Soil sampling	Availability of soil

Strategic Objective	Target	Strategies	Performance Indicators
	done in all wards by June 2021	Mobilize soil analysis funds	nutrient recommendation rates in the district council
	One ward agricultural resource centre constructed by June 2021	Identification of the area to construct the Ward resource centre. Awareness campaign to the area identified for construction of the Ward resource centre. Allocation of budget for construction.	Presence of the ward resource centre Improved capacity building to farmers and agricultural stakeholders
D. Quantity and quality of economic services and infrastructure improved	One agricultural community bank constructed by June 2021	Provide capacity building to SACCOS and VICOBA members to form the community bank. Increase number and	Availability of one Community bank

Strategic Objective	Target	Strategies	Performance Indicators
		performance of SACCOS through training of her members and VICOBA members Improve performance of SACCOS through capacity building to its members	
	Low youth participation in agricultural activities	Capacity building to youth being in groups and to participate in agricultural activities	Increased number of youth participation in agricultural activities
	Lack of disaster insurance to farmers	Capacity building to farmers on importance of crop insurance	Minimized risks on crop loss due to adverse condition
E. Good governance and administrative	Improved strategies on combating climate change	Creating awareness on planting tree and tree crops	Sustainable agricultural development

Strategic Objective	Target	Strategies	Performance Indicators
services enhanced	by June 2021	Creating awareness on proper utilization of water catchment and river basins	
	M & E to community development intervention performed by June 2021	Requisition of funds for M & E	Sustainability of community development interventions
	Improved reliable market for cash crops	Construction of 2 vegetable collection centres Construction of five cashew semi processing industries Construction 1 final cashew processing industry	Number of reliable market for cash crop established
	Increased number of agricultural machinery ,	Create awareness to Agricultural service	Increased utilization of agricultural machinery

Strategic Objective	Target	Strategies	Performance Indicators
	equipments and tools (Tractors and implements)	providers to supply agricultural equipments and machinery	
	Higher costs of agricultural inputs in crop production	Government to provide subsidy to agricultural inputs and machinery	Increased utilization of agricultural inputs and machinery

4.4.14 Strategic Objective 14

E. Good governance and administrative services enhanced

4.4.14.1 Result Area: Internal Audit

Strategic Objective	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced	20 quarterly internal audit reports prepared and submitted to RAS, Resident Auditor and I.A.G by June 2020	Allocate fund for office operation. Insist finance department to submit timely their report.	Reports are submitted
	Council Internal control system ensured by June 2019	Capacity building in each department and Sections on how to comply with financial rules and regulation	Absence of Queries

Strategic Objective	Target	Strategies	Performance Indicators
		Advise finance Committee(FUM) to take measures on outstanding Queries	
	Department Working facilities obtained by June 2020	Allocate fund to purchase working facilities.	Presence of working facilities
	4 Staffs capacitated in financial skill annually in relation to regular changes of Acts and Regulations by June 2020	Allocate fund for auditors to attend	4 auditors attend

4.4.15 Strategic Objective 15

C. Access, quality and equitable social service delivery improved

G: Good governance and administrative Services Enhanced

4.4.15.1 Procurement Management Unit

Strategic Objectives	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved G:Good governance and administrative Services Enhanced	Procurement of goods, works and services enhanced by June 2021	Develop Council Procurement documents	Number of contract documents prepared
	4 procurement officers facilitated to attend Seminar and training by June 2021	Allocate funds	Number of staff attended
	Quarterly supervision to sub-departmental(council lower level) procurement and stores management	Allocate funds	Number of report prepared
	Advertisement of various services and notices facilitated by June 2021	Allocate funds	Number of advertisement issued
	Procurement of working tools to procurement management Unit by June 2021	Allocate funds	Number of working tools procured
	Codification of Council assets facilitate by June 2021	Prepare contract and allocate funds	Number of assets coded
	Annual procurement plan and general procurement notice prepared and submitted to PPRA	Collect and compile procurement plan from Council	Availability of annual procurement plan

	by June 2021	department and units	
	Procurement s contract are prepared and submitted to Council legal officer and attorney general, TRA and CAG by June 2021	Collect and compile contracts from council operating department and units	Number of contracts submitted

4.4.16 Strategic objective 16

D. Quantity and quality of economic services and infrastructure improved

4.4.16.1 Service Area: Livestock and Fisheries

Strategic Objectives	Targets	Strategies	Performance Indictors
D. Quantity and quality of economic services and infrastructure improved	Livestock and fisheries diseases reduced by 5% from 2015 to 2020.	Solicit fund. Employ 17 extension workers. Procure drugs, vaccine and working equipments	Percentage of livestock and fisheries disease reduced
	Livestock and fisheries production increased from 907.74 tones to 1200 tones by 2020.	Mobilize community. Solicit funds. Provide extension services Supply Fingerlings Contract	Numbers of indigenous cattle cross breed by improved. Number of fish pond constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
		contractors	
	20 stakeholders empowered in processing of livestock and fisheries products by June 2020.	Mobilize community. Solicit funds. Hire facilitators. Contract contractors	Numbers of milk factory empowered.
	28 Livestock and fisheries staffs paid rights and benefits by June 2020.	Solicit fund Prepare action plan	Number of staffs paid
	10 groups of farmer trained on zero grazing production system by 2020.	Mobilize community. Solicit funds. Hire facilitators.	Number of groups trained. Reports of training Attendance sheets
	50 fish farmers trained on pond construction and management by June 2020.	Mobilize community. Solicit funds. Hire facilitators.	Numbers of ponds constructed
	2 Cattle dips renovated from 2015 to 2019 by June 2020.	Solicit fund Mobilize community contribution. Contract	Number of cattle dips rehabilitated.

Strategic Objectives	Targets	Strategies	Performance Indicators
		Contractors. Mobilize village dip management committee.	
	4800 indigenous cattle improved on genetic potential June 2020.	Procure improved bulls. Use artificial insemination. Sensitize community Mobilize community Hire A.I experts	Number of farmers with improved cattle.
	30 villages trained on range and pasture management by June 2020	Mobilize community. Sensitize preservation of agriculture by-products. Solicit funds.	Number of village trained Amount of hay produced Range and pasture management reports.
D. Quantity and quality of economic services and infrastructure improved	28 Livestock and Fisheries staffs trained on diseases and production technologies by June 2020.	Solicit funds Train staffs. Hire facilitators	Production technologies trained Diseases trained Attendance sheet Amount of money used Training reports.

Strategic Objectives	Targets	Strategies	Performance Indicators
	2 centres of fish fingerlings breeding established by June 2020.	Solicit fund Mobilize community Own land Seek land title deed Contract contractors	Numbers of centre established Amount of fingerlings produced Names of farmers supplied with fingerlings

4.4.17 Strategic objective 17

B. Effective implementation of the National Anti- corruption Strategy Enhanced and sustained

H. Good governance and administrative services enhanced

4.4.17.1 Result Area: Election

Strategic Objectives	Targets	Strategies	Performance Indicators
H. Good governance and administrative services enhanced	Election processes in all electoral constituencies peacefully conducted by ,2020	Facilitate election process Set budget for election activities	Number of wards and villages with peaceful election processes
	Polling station accessible to all voters in the council by October ,2020	Divide voting station with electoral committee guidelines Identify of voting station at hamlets levels. Prepare maps of voting station (council level)	Number of polling stations established

Strategic Objectives	Targets	Strategies	Performance Indicators
B. Enhance, sustain and effective implementation of the National Anti- corruption Strategy	Voting equipments purchased and or supplied by ,2020	Receive or purchase voting equipments (ballot boxes, stamps and lamps)	Number of equipments either received or purchased
	Civic education provided to 30 wards by ,2020	Solicit fund for provision of civic education Contract consultancy for provision of training	Number of wards provided with civic education
	Principles of good governance adhered during all elections by June 2020	Create awareness on principle of Good Governance	Number of voters adhering Principles of good governance
	VEOs and WEOs sensitized in assisting election by ,2020	Prepare lesson plans on election for and Conduct training to VEOs, MEOs, WEO's and hamlets leaders	Number of VEOs, MEOs, WEOs and hamlet leaders attend training
	The citizenship book updated by 2016	Facilitate the update of citizenship book	Number of people registered in the citizenship book
	Voters registration book Updated by ,2020	Screening on residence books applications Distribution and inspection of residence books	Voter registration book updated
	Emphasized and encouraged use of residence book by ,2020	Impose budget for accessories (like computer and printers)	Number of residences registered

Strategic Objectives	Targets	Strategies	Performance Indicators
	Council election office and store electoral equipment Constructed by June ,2020	Mobilize financial resources	Number of offices constructed

4.4.18 Strategic objective 18

E. Management of natural resources and environment improved

4.4.18.1 Service Area: Beekeeping

Strategic Objectives	Targets	Strategies	Performance Indicators
E.Management of natural resources and environment improved	5 beekeeping demonstration farms established by June 2020	Solicits fund from central government Mobilize the community	Number of demonstration farms established
	Beekeepers with proper knowledge of beekeeping increased from 283 to 1200 by June 2020	Solicits fund from central government Solicits fund from local government Provide Working Facilities Hire Facilitators	Number of beekeepers trained
	Bee Honey production increased from 14.7 tons to 20 tons by June 2020	Solicits fund from central government Employ beekeeping officers	Tons of honey produced
	Bee product quality improved	Contract supplier/dealer Solicits fund	Level of Chemical content

Strategic Objectives	Targets	Strategies	Performance Indicators
	from local to international standards by June 2020	from central government Solicits fund from Local Government Authority	

4.4.19 Strategic objective 19

- A. Improve Services and reduce HIV/AIDS Infections
- B. Enhance sustain and effective implementation of the National Anticorruption strategy
- E. Enhance good Governance and administrative Services

4.4.19.1 Result Area: Information Communication Technology and Public Relations Unit

Strategic Objective	Target	Strategy	Performance Indicator
A. Improve Services and reduce HIV/AIDS Infections	Students from 27 secondary schools educated on HIV/AIDS increased from 1000 to 7000 by 2021	To conduct training on reduction of HIV/AIDS to 1000 students from 5 (Mkalapa, chiungutwa, lukuledi, chidya Mwena) secondary schools by June 2018.	Number of schools educated on HIV/AIDS
	5 radio programs on HIV/AIDS infection	To conduct 2 Radio programs on HIV/AIDS	Number of radio programs aired

Strategic Objective	Target	Strategy	Performance Indicator
	Awareness created by 2021	infection Awareness by 2021	
B. Enhance sustain and effective implementation of the National Anticorruption strategy	8 Educational Radio programs on Ant-corruption created and aired by June 2020.	To conduct 2 Educational Radio programs on Ant-corruption created and aired by June 2018.	Number of employees educated
E. Enhance good Governance and administrative Services	1 council local Radio established by 2021	To write proposal on establishment of 1 local Radio established by 2018	Council local radio established
	5 Internet service centers (TRCs) restored at ward level by 2020	To restore 2 Internet service centers (TRCs) at chungutwa and lukuled ward by 2018	Internet service centers restored
	1 council website maintained by 2020	To maintain 1 council website by 2020	council website maintained
E. Enhance good Governance	597 email addresses to council employee (government mailing system) maintained by	To maintain 97 email addresses to council employee (government mailing system) by	Number of accounts maintained

Strategic Objective	Target	Strategy	Performance Indicator
and administrative Services	2020	2018	
	34 WEOs and 166 VEOs educated on how to use internet service by 2020	To educate 7 WEOs and 30 VEOs on how to use internet service by 2018	Number of WEOs and VEOs educated
	500 employees Government mailing system (GMS) accounts created by 2021	To create 100 employees Government mailing system (GMS) accounts by 2018	Number of GMS accounts created
	16 Council newsletter created and distributed to 34 stakeholders by 2020	To create and distribute 4 Council newsletter to 34 stakeholders by 2018	Number of newsletter created
	16 copies of national gazette purchased by 2021	To purchase 4 copies of national gazette p by 2018	Number of Copies purchased
	7300 copies of newspapers for official use purchased by 2021	To purchase 1800 copies of newspapers for official use by 2018	Number of newspaper purchased
	20 electronic programs	To procured 4 electronic	Number of electronic programs procured

Strategic Objective	Target	Strategy	Performance Indicator
E. Enhance good Governance and administrative Services	airtime to publicize of different council issues procured by 2020	programs airtime to publicize of different council issues by 2018	
	5 permanent publications procured by 2019	3 permanent publications procured by 2018	Number of permanent publications procured
	Full package of local area network installed at HQ offices by 2018	To install Full package of local area network at HQ offices by 2018	Existence of local area networks
	1 council data bank system designed by 2018	To design 1 council data bank system by 2018	Data bank designed
	Fringe Benefits and provided to 4 staff members of communication unit by June 2021	To provide Fringe Benefits to 4 staff members of communication unit by June 2018	Number of staff provided Benefits and fringes
	Ensure availability of modern working tools to capacitate communication Unit by June 2020	Financial resources	

CHAPTER FIVE

PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS, RISKS MANAGEMENT AND ASSUMPTIONS

5.1 Implementation

The implementation of this plan shall be the responsibility of all stakeholders of the District Council. The District Executive Director (DED) who is the Chief Executive Officer of the District Council shall be responsible and accountable for the implementation of the Masasi District Council (2016/2017 – 2020/2021) Strategic Plan. DED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. DED with the support of the District management team shall regularly report to the respective District Council meetings with regards to the Plan implementation and its overall performance.

For the successful coordination of all Strategic areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic plan. Thus, the respective departments and Units/Sections shall be responsible for the day to day operation of the Strategic Planned activities with a helping hand from the key stakeholders from within and outside the District Council. Table 32 shall guide the format of the implementation plan and cumulative budget.

Example of implementation plan: Result Area: x

N o	Strateg ic Objecti ve	Targ et	Strategi es	Activi ty	Budget				
					2016/20 17	2017/20 18	2018/20 19	2019/20 20	2020/20 21
1	A:	1.		1.1					
				1.2					
				1.3					
	B:	2.		2.1					
				2.2					

5.2 Monitoring

The strategic plan monitoring shall provide essential feedback mechanisms within the adaptive management framework to keep the strategic plan dynamic and responsive to changing conditions. Monitoring shall provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of the Masasi District Council strategic plan will include both simple observation of the results of plan activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan.

Therefore, monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Masasi District Council Community including the District Management Team and the District Full Council. Presentations shall be done in order that the progress reports presented are adequately informative, precise and therefore credible. Table 33 shall guide the format of the progress reports.

Table 34: Example of quarterly progress report

S/N o.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action
1.							
2.							

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

5.3 Evaluation

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

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

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

During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress will be developed. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources. Performance indicators as a unit of success will be both quantitative (Number of people served with a particular service and number of services delivered) and qualitative (such as positive or negative feedback, problems, complaints, and comments).

5.4 Plan Review

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

5.5 Risks Management

The elusive nature of the future planned activities for Masasi District Council results to its exposed to the likelihood of unforeseen events that might affect the implementation of this strategic plan. Working

towards achieving the Vision, Mission, Strategic objectives and set targets the District Council needs an integrated organization-wide approach to manage uncertainty. In managing risks adopting an organization-wide approach to risk management shall be a continuous, pro-active and systematic process to managing risks which also implies a significant change in District Council's management culture at all levels. The following matrix provide critical analysis on risks identified in Masasi district council, description of risk, category of risk likelihood of risk, impact of risk and risk mitigation.

Table: 35 Risk Analysis Matrix

Risk	Description of risk	Category of risk	Likelihood of risk	Impact of risk	Risk mitigation
Occurrence Floods	due to degradation of environment	Natural	Medium	Destruction of schools, road and properties	To have contingency plan Environment afforestation
Occurrence of outbreak	Climate change	Natural Manmade	Medium	Low production of animal and crops	Spry insect pesticides
Occurrence of strong winds	Destruction of environments Due to deforestation increase climatic change	Natural	Medium	Destruction of houses and other property	Contingency plan Afforestation Lightening conductors
Occurrence of fire in public	Destruction of public Assets	Natural Lightening Man made	Low	Loss of forest	Contingency budget Presence of fire

Risk	Description of risk	Category of risk	Likelihood of risk	Impact of risk	Risk mitigation
building					extinguisher Conduct training to community to avoid peer pressure
Occurrence of drought	Climatic change	Environmental Man made	Medium	Low production Dry of water source	Afforestation
Inflation	Currency change Change of political down Top directives	Policy change	Medium High	Uncompleted project Irregular flow of funds Uncompleted project	Contingency budget
Wild Animal	Climate change Poaching	Natural Man made	Medium	Loss of life and properties	Environment conservation Education Budget
Outbreak of epidemics	Non compliance to preventive measure	Man made	High	High death rate High mobility rate High preference of disease	Construction of public toilet Health education Health education Sanitation measures

Risk	Description of risk	Category of risk	Likelihood of risk	Impact of risk	Risk mitigation
					Construction of latrines
Political instability in nearby boundary	Masasi boundaries Mozambique	Political	Low	Increase of axinassula m silicon	Contingency budgeting

5.6 Assumptions

The successful achievement of the Masasi District Council 2016/2017-2020/2021 Strategic Plan depends on the existence of the following major assumptions which need close monitoring and timely responded by Council management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of District Council in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.
- Timely disbursement of fund from Central government
- Continued provision of technical support, policies, guidelines and financial support from respective ministries
- Continues stability and improved economic growth of the country
- Continued good leadership at the District Council level

