

THE UNITED REPUBLIC OF TANZANIA

PRESIDENTS OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



SENGEREMA DISTRICT COUNCIL

STRATEGIC PLAN

(FROM YEAR 2017/18– 2021/2022)

DISTRICT EXECUTIVE DIRECTOR

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PREFACE

This five years Strategic (2017/2018 - 2021/2022) is aimed at fulfilment of the district council vision and mission so as to attain quality social and economic services to the people which in turn will accelerate economic growth and attain sustainable development.

The strategic plan of 2017/2018 - 2021/2022 emphasis on improving productivity through strengthening of extension services, infrastructure, strengthening of district savings and credit societies (SACCOS) and improvement of fishing equipment for enhanced fisheries production as well as improvement in veterinary services. The said are expected to help to increase production and productivity as well.

Other priority areas during the period of the strategic plan include Financial Management and Accountability, Human Capital Development and Quality Social Services delivery.

Good Governance is the key component consideration in order to bring about conducive environment for social economic development and enhancing peace and security.

In addition, Sengerema District Council has been putting concerted efforts into implementing cross cutting issues of environment, gender and HIV/AIDS through community sensitization, awareness creation and conducive environment creation for women and all disadvantaged groups. Apart from the support of LGCDG System, the UNCDF has established new local empowerment programme namely Support to Local Economy in Mwanza (SLEM) which is piloted in Sengerema and Misungwi Districts assigned the task of empowering the communities especially Marginalized and disadvantaged groups through the main components of capacity building and capital investment.

With respect of HIV/AIDS pandemic, there is continued effort of making the Community to be aware of prevention, community care, treatment and support as well as impact mitigation, considerable effort is being done through public Information, Education and Communication (IEC) in collaboration with TACAIDS, Civic societies organizations (CSOs) and other development partners.

The document combines a number of key issues ranging from situation analysis of the District, vision statement and mission .It also defines organisation objectives, targets and develops strategies so as to attain the desired plan. In this document performance indicators have been highlighted including organization chart of the Council .Where necessary data has been given to explain the subject matter.

Finally the Council would like to thank all those who have made this task of preparing SP to be possible. Special appreciations go to the following; Councillors, Ward and village Executive Officers, Division Secretaries, Political Party Leaders, Religious Leaders, Civil societies and others.

The Council extends the acknowledgement to all Council technical staffs for their highly contribution to make this document successful.

It is my sincere hope that the 2017/2018 - 2021/2022 Strategic Plan will bring about considerable achievement in our District Socially, economically and politically.

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Signature Date

HON. YANGA EVARIST MAKAGA
CHAIRMAN
SENGEREMA DISTRICT COUNCIL



EXECUTIVE SUMMARY

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

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

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

This strategic plan has taken into account the overall national socio-economic direction of fostering industrialisation economic transformation and human development. In contributing towards overall national direction, the plan has mainstreamed the Ruling Part Election Manifesto of 2015, Tanzania Development Vision (2025), The Long Term Perspective Plan (LTPP 2011/2012-2025/2026), the Tanzania Five Years Development Plan 2017/2018-2021/2022 (FYDP II), Sustainable Development Goals (SDGs), Small and Medium Enterprise Development Policy 2002, Tanzania Mini- Tiger Plan and sectoral policies.

The plan is divided into five chapters where by chapter one presents background information and mandate of Sengerema district council, chapter two provide information on situation analysis of the district, chapter three presents performance review on the implementation of the previous 2011/2012- 2015/2016 strategic plan, chapter four presents the plan where the vision, mission, strategic objectives and plan matrix has been provided; and chapter five describe the implementation, monitoring, evaluation, plan review, internal and external reporting plan. The successful implementation of this strategic plan shall be guided by 6 major core values that must be adhered by all stakeholders, these are: team work sprit, integrity, accountability and transparent, customer focused, compliance, privacy and confidentiality.

Signature Date

MAGESA BONIFACE MAFURU
DISTRICT EXECUTIVE DIRECTOR
SENGEREMA



LIST OF ABBREVIATIONS

AIDS-Acquired Immune Deficiency Syndrome
AO-Accounting Officer
BDS-Business Development Shop
CDO-Community Development Officer
CHAC-Council HIV/AIDS Coordinator
DIA-District Internal Auditor
CO-Cooperative Officer
DAICO-District Agriculture, Irrigation and cooperative Officer
DCO-District Cooperative Officer
DED-District Executive officer
DEO-District Executive Director
DHRO-District Human Resource Officer
DLO-District Legal Officer
DMHCO-District Maternal Health Coordinator
DMO-District Medical Officer
DNRO-District Natural Resource Officer
DOTs-Direct Observation treatments
DPLO-District Planning Officer
DSHCO-District School Health Coordinator
DTLCO-District Tuberculosis and Leprosy Coordinator
DVO-District Veterinary Officer
DWE-District Water Engineer
HIV-Human Immune Virus
HMIS-Health Management Information System
HOD-Heads of Departments
HRO-Human Resource Officer
IMCI-Integrated Management of childhood illness
IPT-Intermittent Preventive treatment
ITNs-Impregnated Treated Nets
MFI-Micro Finance Institutions
MTUHA-Mfumo wa Taarifa na usimamizi wa huduma za Afya

MVC-Most Vulnerable Children's
PHAST-Participatory Hygiene and Sanitation Transformation
PLO-Planning Officer
PLWHA-People Living with HIV AIDS
PMCTC-Prevention of mother to child
PMU-Procurement Management Unit
PPO-Public Procurement Officer
SDDH-Sengerema District Designated Hospital
SMS-Subject Matter Specialist
VEO-Village Executive Officer
WEC-Ward Education Officer
WEO-Ward Executive Officer

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CHAPTER ONE

1.0 Introduction:

1.1 Approach adopted in preparation of the plan:

The preparation of this Strategic Plan is in accordance to the requirements of Act No. 9 of 1982 which requires LGA's to prepare three years Strategic Plans to be used as guidelines during preparation of MTEF plans and budgets. In response to the Locally Identified priorities of service delivery and normal routine of annual reviews conducted by communities through opportunity and obstacles to Development (O & OD) in a participatory manner.

1.2 The Purpose of the Strategic Plan:

The Strategic Plan developed as an Instrument of fulfilling the district council's vision, mission and objectives as well as interventions to be carried out. The purpose of this Strategic Plan is as follows:

- Ensures Co-ordination of the people's efforts, minds and local and national resources to attain development objectives set.
- Articulates roles and responsibilities of different sectors (public and private) in achieving the vision and mission.
- To focuses on community identified priorities by all stakeholders in the district council.
- Provides an opportunity to address fundamental questions and to take initiatives to improve performance.
- Enhances monitoring and evaluation of projects for performance improvement.

1.3 Background of Sengerema District Council

Sengerema District Council is among the 8 district Council within Mwanza Region, Located South West of Mwanza City Council. The head quarter of Sengerema District Council is located at Sengerema town, 35 kms from Mwanza City. The district Council has an area of 4,337 square kilometres. Out of this area, 1,800 square kms are dry while 2,537 are covered by water of Lake Victoria.

The main objective of the Council is to deliver services to its people. While the district council has been intended to achieve development vision 2025 aims to achieve the followings:

- ❖ Good quality life to its people.
- ❖ Good governance.
- ❖ Educated people as well as with interest of learning.
- ❖ Competitive economy.

In order to attain the objectives and strategies of the national vision, Tanzania has formulated various development plans including those for the National strategy for growth and Reduction of Poverty in Tanzania and local Government reform etc. Sengerema district Council is among the Councils which have been joined with Local Government Reform.

1.4 Local Government Reforms

Sengerema district council is among 11 district councils which were involved in local Government Reform programme started in 1999. While the second phase of the reform started in 2003 where Sengerema District Council is currently implementing 7 steps out of 11. The main objective of local government reform is building capacity reform; the following have been taken into consideration by Sengerema District Council.

- ❖ Reform of Council organization review
- ❖ Administration
- ❖ Public service management
- ❖ Finance

With regard of council organization review, Sengerema district council is at the fifth stage of verification and justification objective and strategies identified by the stakeholders. Other stages already done are the stakeholders' workshops are data collection and analysis and second stake holder's workshop.

1.5 Basic information of the district council

Sengerema district council was established in 1975 after being divided from Geita district which was very big, therefore did not deliver administrative services properly to its people.

1.5.1 District council location and its boundaries

Sengerema district Council lies between altitude 2⁰ to 3⁰ south of equator and longitude

31⁰ and 45⁰ East of Greenwich. The district borders with Ukerewe District (an Island in the Lake Victoria) to the North, Buchosa Council to North West, Ilemela and Nyamagana Districts of Mwanza City to the East, Misungwi District to the South and Geita and Nyang'hale District to the West.

1.5.2 Area and Population.

The Sengerema district Council has an area of 4,337 square kilometres of which 1,800 square kilometres are covered by land, while 2,537 square kilometres are covered with water (Lake Victoria), the area covered with forest is 156 hectare planted forest. According to the national census of 2012 the district had a total population of 335,267 people Out of which 166,047 were males and 169,220 were females, at a growth rate of 3.6% per year.

Based on the annual growth rate, the current population (2015) stands at 372,765 of which 184,633 are males and 188,162 are females.

1.5.3 Administrative structure

Administratively, Sengerema district council is divided in three (3) divisions, twenty six (26) Wards, with seventy one (71) registered villages. The district council has 35 Councillor's inclusive 1 Honourable members of Parliament from Sengerema Constituencies. At the village level there are 71 village chairpersons elected as well as 421 sub-villages chairpersons. In order to ensure participation of the people in development, the District Council established the Sengerema Town Ship Authority.

1.5.4 Weather and climatic conditions.

The district receives short and long rains. The short rains start in October and reaches the Peak in December and ends in January. The long rains start in February and ends in May. The average temperature ranges from 21°C to 23°C August is the hottest month. The Conductive climate condition (rains and constant temperature) contributes to high production of crops based on two main agro - ecological zones.

1.6 Agro-ecological zones.

1.6.1 Southern Agro - ecological zone:

This zone received rainfall ranging from 900mm to 1200mm per year. This zone covers ward of Nyamatongo and Buzilasoga in Katunguru and Sengerema divisions. The zone is very potential for production of agricultural produce such as maize, paddy, cassava, sweat potatoes, cotton, fruits and legumes.

1.6.2 Northern Agro - Ecological zone.

Areas covered by this zone include Nyanchenche and Katunguru divisions. However, part of Sengerema division (Tabaruka and Busisi Wards) is also included in this zone. This zone receives unreliable rainfall normally less than 1000mm per annum (800 - 900mm). The zone is important in livestock keeping and growing of drought resist crops such as cotton Finger millet, Bulrush millet and sweet potatoes.

1.7 Soil Condition.

Soil condition for Sengerema district council is favourable for agricultural in food and cash crops like maize, paddy, cassava, leguminous species, cotton, sweat potatoes, groundnuts, sunflowers and vegetables.

Soil is divided into four types namely sandy, clay, sand loam, and clay loan. Due to frequent cultivation of land there is soil infertility. In order to overcome the problem of soil infertility, farmers are using composite manure, farmyard manure as well as industrial fertilizers.

1.8 Physical features.

Sengerema district is at 900mm to 1300mm above the sea level. There are hills and up and lower streams which have seasonal rivers in the North West part. The southern East part of the district has flat land with seasonal rivers. Also, there are 21 charcoal dams for providing service of water for livestock to village of Buzilasoga, Sima, Nyamizeze, Nyampande, Sotta, Kasungamile, Bitoto, Sogoso, Igaga, Nyamasale, Tabaruka, Buyagu, NgomaA, Lubungo, Lwenge, Nyanchenche, Nyamtelela, Nyamatongo, Chifunfu and Butonga.

1.9 Economic activities.

The economy of the Sengerema district council mainly depends on agriculture sector, whereby 80% of its population largely depends on agriculture activities, fisheries 15% and 5% for business, petty business and office work. However contribution of the agriculture sector to the district economy has been affected by unpredictable weather condition, taking into consideration that agriculture sector depends on rainfall and hand hoe affect the sector.

1.10 Per capital income for residence

The district income is estimated to be Tshs. 54,550,747,000/= (for the year 2015). According to this statistics per capita income for Sengerema district residence per year is approximately Tshs. 743,291/=. The contribution of agriculture sector to the district income is approximately 80%. Other sectors contributing to the district income are: livestock, fishing, business, and small industries which contribute 20% of the district income. In relation to per capita income of the residence per year it is obvious that poverty to the people of Sengerema district is still high.

CHAPTER TWO:

2.0 SITUATION ANALYSIS

2.1 REVIEW OF SOCIAL AND ECONOMIC SERVICE DELIVERY

2.1.1 SOCIAL SERVICES DELIVERY

2.1.1.1 EDUCATION

Sengerema district council has a total number of 105 primary schools out of this 98 are governments and 7 are Privates. There is 1,096 total number of school classrooms in the district. This number of classrooms implies that the ratio of pupils per room is 113 compared to the ratio 40:1 nationally. A total of 1673 classrooms are still required to fulfil the actual requirements.

There are 17,639 desks which make a ratio of one desk to pupils to be 1:6 instead of 1:3 for the side of Teachers Sengerema District Council have a total of 2,476. The ratio for one teacher to pupils currently is 1:67 the ratio for on book to pupils is 1:2.

For adult education there are 325 (males 191 and females 134 enrolled to participate MEMKWA classes, whereby a total of all have already started. Also there are 98 groups for integrated Programme for Education with 10,692 participants (males 5813 and 4379 females) and community who have already started for the purpose of production as well as learning for example leading, counting, writing and other knowledge in relation to their activities carried out.

2.1.1.2 HEALTH

The district council has one District Designated Hospital, but the requirement is 2 hospitals, 5 Health centres out of 26 required and 44 dispensaries out of 71 required. In health sector various services are provided such as less than one children vaccination, reduction of Malnutrition, Sexual Reproductive Health, family planning, purchase and distribution of drugs, disposal of solid waste and liquid waste. The children immunization Coverage is at 95 %by 2021, severe malnutrition had been dropped from 5% 2018 to 4.5.% in 2019, while death for women during delivery have been dropped from 33 2018 to 28 by 2019.. Regarding family planning 27.8% of women who have an age of being delivery have adopted family planning by

2018. The rate of collecting solid waste away is at 89%, while for disposing solid waste away is at 80%, while for disposing waste water is at 40%.

However health services for the community are still inadequate, there is only 4 Expert Doctors, therefore 1 doctor serves approximately 205,254 populations. Also one health centre serves approximately 82,710 people, but according to the policy of Health one health centre is supposed to serve 50,000 population One dispensary serves approximately 12,061 people instead of 10,000 population required. Also the District Designated Hospital (DDH) serves 588,573 people instead of 100,000 actual members of population required. Therefore the requirement of health serves in the district council is still very high.

2.11.3 WATER SECTOR:

57.1% of the residence of Sengerema district council are getting safe and clean water from various sources of water including Pipe scheme, boreholes shallow wells, rain water harvesting tanks and traditional water source (improved and unimproved). Therefore, there is a big number of people in the district who are not accessing to safe and clean water who most of them are getting water for domestic consumption more than 400m.

2.1.2 ECONOMIC SERVICES DELIVERY

2.1.2.1 AGRICULTURE AND LIVESTOCK.

Sengerema district have no area allocated for grazing animals especially cattle which are 188,312 goats 135,404, sheep 6860 and 142 donkeys. However this sector is faced by various problems which contribute to low production of the district income.

The district council has a number of 279,312 farmers who need to access extension services from 68 extension workers available in the district .43 extension officers are located at ward and village levels . The ratio of extension workers to farmers is 1:4107.

According to the national policy, one extension worker is supposed to serve 800 to 1,000 farmers based on population density in respective area and transport available. In order to achieve the required ratio, a number of 209 extension workers (78 Livestock extension officers and 103 crop extension officers) are still required by the district council. The shortage

of extension workers in agriculture and livestock sectors lead to inadequate extension services to farmers / livestock keepers.

2.1.2.2 ROADS.

The district has a total of 2,078.4 km of road, which 370.4 km are under TANROAD (47km are tar mark and 323.4 are Gravel) and 1,708 km are District roads 1,661.19 are earth and 45.38 km are gravel and 0.43km tarmac). About 75 % of the road is passable for the whole year and 25 percentages of the roads are not passable during the rain seasonal. Good roads lead to better transportation of crops produced to various markets as a result crops marketed to businessman at good price which raise the farmer's income or all alleviating the farmers from poverty.

2.1.2.3 CO - OPERATIVES SECTOR:

Currently Sengerema district council has a total of 191 registered cooperative societies which has 17,726 members. However these co-operative societies need be strengthened and their members are still very few with very small capitals. The district council recognizes the contribution of co-operative sector including savings and credit Co-operative Societies (SACCOS). These CO-operative societies are pillars in boasting capitals community as a result can enhance the community to get lead of poverty. In the period of 3 years to come, the district council will mobilize the community in order to join them together and introduce Savings and Credit Co-operative Societies for their own development to get lead of poverty. In the period of 3 years to come, the district council will mobilize the community in order to join them together and introduce Savings and Credit Co-operative Societies for their own development.

2.2 MAIN RESOURCES AVAILABLE:

Sengerema district council is endowed in various resources such as fertile land, Lake Victoria, forest, livestock and human resource. Mining sector is still being investigated in village namely; Sotta and Lubungo for extraction of gold.

2.2.1 LAND

Land is the basic resource of production and is a main pillar of the district economy. The area of dry land is 3,335 square kms which are suitable for various economic activities. Distribution of land is as follows;

Table 2.2.1: The use of land in the District

No.	Use	Area Ha.
1	Available land	265,573
2	Land for cultivation	155,000
3	Suitable land for irrigation	8,130
4	Land for grazing cattle	68,963
5	Forest land	41,710
6	Resettlements area,	67,827

Source: District Socio Economic profile (2015)

However, currently the area which is used for agriculture is 155,000 Hectors which is 58.3% of the whole land suitable for agriculture.

2.2.2 FOREST

Forest is very important for timbers and selling of forest production such as fuel wood, timbers, and local medicine. Also forest assists in preserving land and avoids soil erosion and accelerates land fertility for agriculture however people have so far been used to clear forest for various domestic uses such as fuel wood, charcoal etc, without taken into consideration of the forest sector rules as resulted to land degradation. Distribution of forest reserves and free planting is at SIMA area's of 1,820 Ha.

Table 2.2.3: Forest planted wood land:

No.	TYPE	AREA (HA)
1	Ngitiri and wood land planted	1,614
2	Nyamahona planatation	156
	Total	1,770

Source: District Socio Economic profile 2015

2.2.3 FISHERY:

This sector is one of the resources in Sengerema district under Natural Resource department, fisheries activities are mostly done in areas of Lake Victoria shores. The district has an estimated number of 12,607 fishers who the majority are using traditional equipments. However a small number of fishers are using modern equipments. Fishing production is used for domestic use such as for food and some for selling to fishing industries in Mwanza City; therefore this sector contributes income to the people and is boasting the district economy in general.

2.2.4 BEE - KEEPING

Bee-keeping sector has not yet developed at large in the district. There are 190 people who are dealing with bee-keeping. Also there are 6,318 total Bee hives in the district. Bee-keeping sector have not done at a satisfactory scale to contribute the community income to raise the district economy in general. In order to improve this sector, the district council aims to increase the number of bee-keepers to 420 and 6,815 number of Bee hives.

2.3 STAKEHOLDER ANALYSIS

Sengerema district council as other councils in the country is legally responsible to provide essential services to its people. The services are in two major groups, basic services and services which can be provided under agents/private sector. This Strategic Plan for Sengerema district council has been prepared based on the National development vision 2025.National Strategy for improving Economy and Poverty alleviation (MKUKUTA 2). Local

Government Reform programme, and peoples priorities as identified by various stakeholder from the second stakeholders workshop held in the district.

Stakeholders' analysis and expectations are summarized as follows:

Table 2.3 Stakeholders Analysis

(Note: For Priority Ranking; H = High, M =Medium and L = Low)

Table 10: Stakeholders Analysis Matrix for Sengerema District Council

NAME OF STAKE HOLDER	ROLE OF STAKEHOLDERS	SERVICE OFFERED TO STAKEHOLDERS	EXPECTATION OF STAKE HOLDER	POTENTIAL IMPACT IF THE EXPECTATION IS NOT MET	RANK(H-HIGH,M-MEDIUM, L-LOW)
CENTRAL GOVERNMENT.	Paying salaries ,Provision of Polices, Provision Infrastructures for economic and social development Guidelines, provision of technical back stocking financial development	Tax collection, Accountability, provision of implantation reports.	Maintain peace, security, and harmonious, adhere rules and regulation, provision of highly good services to the community, value for money.	The amount of funds disabused from central GOVT will be reduced, Disciplinary measure.	H
COMMUNITY MEMBERS.	Participation in development projects, producers, tax payers	Social services, economic services	To be delivered with highly social services.	Increase of poverty, political instability, low moral to participate in economic activities, miss trust	H

FINANCIAL INSTITUTIONS (NMB, CRDB, TPB,)	Provision of loans to staffs and community members, to offers financial services, to support development to projects	Creation of conducive environment for economic investment	Maximum collaboration, Maximum profits , to win more customers.	Collapse, failure to contribute to development projects	M
MASS MEDIA(RADIO, NEWS PEPERS, TV STATION)	Dissemination of information , education, entertainment and communication to community	Provision of information, provide conducive environment for investment	Profit making, conducive environment for investment.	Miss-information deliver to community members, not collaborate with the institution	M
NGOS (TANZANIA ASSOCIATION FOR PEOPLE LIVING IN DIFFICULT ENVIRONMENT, SENEREMA NONGOVERMENTAL ORGANIZATIONS, SENEREMA PALEGAL UNIT NETWORK, TANZANIA DEVELOPMENT LIGHTENING INITIATIVES)	To provide financial support to implementation of development projects, Capacity building	Enabling environment for them to work/ operate	Maximum cooperation, conducive environment,	Failure to provide financial support	M
SOCIAL SECURITY FUND (NSSF,LAPF,PSP F,GEPF,PPF)	For Financial support, Provision of terminal benefits for employees.	Registration of members and entering of data	To get more members, Timely loans recovery	Collapse of social security fund	H
INSURANCE COMPANIES(NH	To provide	To provide financial	To maximize profits,	Collapse	H

IF,CHF,)	insurance services	services	conducive environment for them to operate , to register more members		
TRADE UNIONS (TULGWE,TUGHE,CWT,TUICO	To protect workers' rights	Conducive working environment, financial contributions	Conducive working environment, contribution from workers	Collapse of if they fail to get contribution	L
DONORS (AMREF,UNDP, AGPAH)	Provision of both financial and technical support	Provide development reports	Accountability adhere to condition on all ties to delivery highly social services	Withdraw from financing on development activities, low perform	H

2.4.1 Strength

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

2.4.2 Weaknesses

- Selfishness behaviour among staff
- Weak departmental coordination
- Lack of confidence to some staffs
- Poor linkage between research institutions, extension officers and farmers
- Less morale of the community towards contribution of the development projects
- Shortage of working tools which are purchased from own revenue

- Poor file Management
- Some departments interferes procurement process
- Noncompliance with rules and regulation among departments

2.4.3 Opportunities

- Availability of good number of Livestock
- Availability of Laws, Guidelines and sectoral policies

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

2.4.4 Challenges

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

- Early marriages and Early pregnancies

2.5 Core values

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

(i) Team work sprit

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

(ii) Integrity

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

(iii) Accountability and Transparent

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

(iv) Customer focused

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

(v) Compliance

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

(vi) Privacy and Confidentiality

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

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CHAPTER TWO

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF THE PREVIOUS 2012/2013- 2016/2017 STRATEGIC PLAN

2.1 Introduction

Performance review involved a critical assessment of the implementation of the previous strategic plan to measure outcome or impacts and longer term consequences of the interventions. For the period 2012/2013 to 2016/2017 Sengerema District council committed its financial, human and material resources in implementing its five year medium term strategic plan; the effect or the change resulting from the interventions from the previous strategic plan was assessed in 13 departments and 6 sections. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints.

2.2 Achievements made from the Implementation of the Previous Strategic Plan

2.2.1 Achievements in Human Resource and Administration

Working environment for 170 (59%) staff have been improved by procuring working tools such as Computers, tables, office chairs and other office consumables.

- Council provided training on duties and responsibilities for 143 elected leaders. Also 120 staff attended long and short courses at various training colleges/Institutions
- District PCCB staff provided training on types of corruption and
- how to combat them at different levels of the council.
- HIV Infection rate reduced from 7% by July 2017 to 3.2% by June 2022
- Working environment for 290 (92%) have been improved by procuring working tools such as Computers, tables, office chairs and other office consumables.

- Neither By-election nor General election has been conducted in this period.
- Training for 143 elected council leaders have been provided
- About 110 staff attended long and short courses.
- Only 10 (48%) vehicles have been improved.
- Training for 680 elected leaders and 118 staff have been provided.
- Environment for 290 (92%) staff have been improved by procuring working tools such as Computers, tables, office chairs and other office consumables.
- Financial status of 71 villages improved (through provision of building materials for laboratories construction in 32 Secondary schools).
- Working facilities have been provided to 290 staff.
- Meetings at council level have been conducted as scheduled (100%).
- Administration staff have been capacitated by attending seminars and short /long courses
- Debt management enhanced. For instance no employee transferred within the council if transfer allowance not available.
- Managerial and coordination of services in 26 Wards not highly improved

2.2.2 Achievements in Health Sector

- HIV/AIDS infection reduced from 3.8% to 2.8% by June 2022
- TB case detection rate raised from 41% to 48% by June 2022
- Prevalence of oral diseases reduced from 1.3% to 1% by June 2022
- Shortage of medicine, medical equipment, hospital and diagnostic supplies reduced from 30% to 20% by June 2022
- Good working condition status of medical equipment raised from 60% to 80% by June 2022
- Complications related to injuries reduced from 2% to 1% by June 2022
- Prevalence rate of cardiovascular diseases reduced from 3% to 1% by June 2022
- 89% of blood donated assured to be safe for transfusion to all health facilities by June 2022
- Availability of data collection tools to all 41 health facilities by June 2022

- Documentation of NHIF claims forms and CHF data collection increased from 48% to 70% at all levels by June 2022
- Institutional management capacity strengthened from 75% to 82% by June 2022
- All health workers got incentive packages by June 2022
- Eye disease reduced from 1% to 0.25% by June 2022
- Infant mortality rate reduced 8/1000 to 7/1000 by June 2022
- Safe water supply increased in health facilities from 5% to 10.7% by June 2022
- Health facilities solid & liquid waste management improved from 67% to 72% by June 2022
- Vector and vermin control measures improved from 70% to 75% by June 2022
- Capacity on management of emergency/disasters/prepared & response strengthened from 50% to 60% by June 2022
- Conducive working environment to health care workers raised from 68.2% to 77% by June 2022
- Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 10% to 7% by June 2022

2.2.3 Achievements in Livestock and Fisheries Development

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

- Pasture plots 23.9 acres were established at different villages
- Extension services delivered to 39 villages by extension officers
- Data collection for cattle sold at the market and data for production of milk eggs and hides/skins were collected whereby livestock keepers earned TZS 14,399,959,400/= for year 2021/2022
- 442,599 livestock dipped, 9,551 livestock treated and 6,583 chicken vaccinated against NCD
- Two dip tanks at Nyapande and Kahumulo villages were rehabilitated
- Extension staff were supported with motorcycle fuel, stationary, lunch allowance and 4 of them with leave allowances
- Five (5) Extension staff were supported with motorcycle fuel and three (3) of them with leave allowance
- staffs were supported with fuel for motor vehicles, office consumables provided and 2 staff their annual leave payment made.

2.2.4 Achievements in Water Sector

- Increasing in accessibility of safe and clean water services from 42.00% to 59.78%
- Completed of some water supply schemes (eg. Chamabanda -Nyatakubwa-Kasungamile, and (LV WATSAN II), and shallow well at Nyamililo, Maluga na Igaka)
- Improving water supply infrastructure data base
- Working condition was maintained moderately
- Awareness was created, thus no cases on corruption found
- Sensitization education was provided and trees were planted in water sources
- Working condition was maintained moderately
- 47 COWSOs were formed and registered
- Water services was delivered to 47 COWSOs which is about 44.76% of the actual target
- Increasing in accessibility of safe and clean water services from 43.00% to 47.00%

2.2.5 Achievements in Secondary Education

- Awareness was created to teachers and students
- HIV/AIDS infection rates reduced from 5% to 3.3%
- Working condition was maintained

- staffs paid annual leave
- 38 teachers paid annual leave
- 10 teachers attended long training
- 36 schools supplied with teaching and learning materials
- Funds for meals were received
- 6 teachers houses constructed
- 24 classrooms constructed
- 2 dormitories at Nyatukara secondary schools constructed
- Working condition was maintained
- Office working materials was supplied
- teachers paid annual leave
- 1teachers attended long courses
- Teaching and learning materials were supplied
- Funds for meals were received

3.2.6 Achievements in Primary Education

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

- 6 classrooms were constructed
- 14 pit latrines were constructed
- Six in one house was constructed

2.2.6 Achievements in Community Development, Gender Youth and Children

- Two Staff paid annual leave allowances.
- National festivals were conducted.
- Office consumables were provided.
- One staff was facilitated long course training.
- One hundred forty four (144) groups established and facilitated
- Stake holders meetings were conducted to 53 leaders from 25 groups and 12 peer educators
- 100 workers were provided training on work place intervention and HIV and AIDS mainstreaming.
- Fifteen groups of PLHAs, 200 OVCs and 3 groups of widows provided grants for care treatment and other human support materials
- Gender sensitive sexual reproductive and HIV and AIDS education provided to 25 pupils in primary schools and 13 secondary schools.
- Coordination and management of HIV and AIDS interventions strengthened in 12 wards whereby they provided grants to implement their roles of HIV and AIDS preventions.
- Six groups of local artisan strengthened on improved housing technology
- 4,500 students from 12 sec and primary schools provided with School based gender and sensitive reproductive and HIV and AIDS education
- Coordination and management of HIV and AIDS interventions implemented to 45 groups of PLHIVs and other groups who dealings with HIV and AIDS interventions , from 17 wards
- Advocacy meetings were conducted to 60 leaders in the district. stakeholders meeting were conducted to 40 leaders group
- HIV and AIDS stakeholders meeting were conducted to 40 leaders group.

2.2.7 Achievements in Planning Statistics and Monitoring

- Quarterly monitoring of development (construction of laboratories to secondary schools) has been done, 4 quarterly progress report prepared and submitted to RS on time, 2 reports of implementation Manifesto prepared and submitted on time, This target implemented by 100%
- Each quarter monitoring and supervision of development project conducted by the CMT and Councilors“, This target Implemented by 80%
- Village and ward plans were prepared and passed by the full Council, Scrutinized by RS and submitted to PORALG and MoF on time, this target implemented by 100%
- Office consumables were procured on time, leave expenses to 1 staff were paid, This target implemented by 50%
- Village and ward plans were prepared and passed by the full Council, Scrutinized by RS and submitted to PORALG and MoF on time, this target implemented by 100%
- Office consumables were procured on time, leave expenses to 1 staff were paid, This target implemented by 50%
- Village and ward plans were prepared and passed by the full Council, Scrutinized by RS and submitted to PORALG and MoF on time, this target implemented by 100%
- Village and ward plans were prepared and passed by the full Council, Scrutinized by RS and submitted to PORALG and MoF on time, this target implemented by 100%
- Quarterly monitoring and follow up of development projects were conducted (construction of laboratories to secondary schools) has been done, 4 quarterly progress report were prepared and submitted to RS on time, 2 reports of implementation Manifesto were prepared and submitted on time, This target implemented by 100%
- M & E were conducted on 26 wards and 3 division on development projects, Quarterly progress reports were prepared and submitted to RS timely, This target implemented by 100%
- Quarterly monitoring of development projects was done, 4 quarterly progress report were prepared and submitted to RS

timely.

- M&E were conducted to 26 wards and 3 division on development projects

- Village and ward plans were prepared by facilitating WEOs to prepare village and ward plans, hence Council plan and budget prepared and submitted to MoF.
- Quarterly monitoring of development projects was done, 4 quarterly progress report were prepared and submitted to RS timely.

2.2.8 Achievements in Land and Natural Resources

- 25 tree nurseries were established in primary and secondary schools.
- 519 plots were surveyed.
- Development control was done by 35% through provision of building permits, and demolition of unplanned kiosks in market square.
- The staff was sensitized during the monthly departmental meetings.
- The staffs were sensitized during the monthly departmental meetings.
- Working environment to 15 staff was provided by 40%.
- Valuation was done to 3100 properties by zoning of densities (high, medium and low densities).

2.2.9 Achievements in Environment and Solid Waste Management

- 15 tree nurseries were established in primary and secondary schools
 - 20 staff statutory benefits ensured
 - One public latrine constructed at sengerema public market
- pay 25 casual labour for solid wastes disposal in sengerema town
- Improved toilets at household level improved from 68% to 76%
 - Water, hygiene and sanitation related diseases reduced from 60% to 25%
 - Improved toilets at household level improved from 64% to 68%
 - Solid and liquid wastes collection and disposal increased from 30% to 40%

2.2.10 Achievements in Information, Communication, Technology and Public Relations

- Supervising and coordinating 13 Departments and 6 Units through ICT Services by 40%

- Communication and Network Connections in the Council improved 40%
- 10 Computer Systems monitored, System and Computer users assisted on technical matters.
- LAN established in 3 Departments and 1Unit
- 30 Government Mailing System and Council website Established

.22.11 Achievements in Internal Audit issues

- Clean audit reports were provided to the Administrative by 80 %
- Twelve clean engagements reports were prepared as per annual plan by June 2022
- Clean audit reports were provided to the Council annually by 80
- Clean audit reports were provided to the Council by 80 %
- Quarterly and annual report were provided and presented to the stakeholders by 100 %
- Value for money is attained in projects implemented by 75%
- Compliance level with financial rules and regulations is increased from 45% to 60%
- One motor-vehicle has been provided to facilitate internal auditors operations
- Provisions of various trainings on Capacity building to the internal auditors staff

2.2.12 Achievements in Legal issues

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

2.2.13 Achievements in Procurement Management Unit

- HIV/AIDS awareness and consciousness was created to 6 procurement staffs through PMU meetings by June 2022
- 6 procurement staffs shared ant-corruption conducts and norms in 7 meeting.

- 2 procurement staffs went for leave by June 2022
- Only 2 procurement staff attended workshops by June 2022
- Stocktaking and verification of worth Tsh. 1,237,385,934 was hardly done by June 2022.
- 12 contracts were awarded and updated the register by June 2022.
- 11 tenders were invited and evaluated according to Public procurement Acts and Regulations by June 2022
- Preparation of 4 procurement quarterly reports were submitted to appropriate bodies (CMT, FUM, TB, NAO, PPRA) by June 2022

2.2.14 Achievements in Election

- General election was conducted by 100%

2.2.16 Achievements in Agriculture Irrigation and Cooperatives

- Effects of HIV/AIDS infection were addressed to 69 agriculture staff in each monthly departmental meeting
- Effects of corruption were addressed to 69 agriculture staff in each monthly departmental meeting.
- Training on agribusiness skills, data collection and sustainable use of agricultural infrastructures provided to 30 lead famers and 35 agricultural staff.
- Training of 18 power tiller operators and procurement of power tiller spare parts conducted.
- Monitoring and evaluation of ASDP activities since inception was done in 26 wards.

2.2.17 Achievements in Trade and Finance

- Increase of own source collection.
- The Council had managed to use electronic system in revenue collection

23.2.18 Achievements in Beekeeping

- Modern beehive increased from 605 in 2013/2014 to 1,577 by June 2022

- Beekeeping groups increased from 5 in 2011/2012 to 17 groups by June 2022.
- The staff was sensitized on HIV/AIDS education during the monthly departmental meetings.
- 11.55 square km good biodiversity zone are used effectively for bee keeping activities.

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2.3. Major Constraints Faced during implementation of 2013/2014-2016/2017 Strategic Plan

Despite significant achievement noticed in the implementation of the previous strategic plan, there was existence of some hindrances which resulted to failure in achieving some formulated targets. The major impediments are summarised below.

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

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

CHAPTER THREE

VISION, MISSION, OBJECTIVES AND CORE VALUES

3.1. Vision

“The Sengerema district council aims at having a learned community with improved standard of life, who are living harmoniously and peacefully by June 2025”.

3.2 Mission

“Sengerema District Council is to use all available resources from all development partners on equitable and participatory manner, so as to provide high quality service to its entire people, reduce poverty and achieving a sustainable development and high economic growth.

The core values identified are as follows:-

- Equity in resource allocation
- Full community participation
- High quality services provision
- Good governance

3.3 Key Results Areas (KRAs)

Regarding vision and mission of the district council, people are expecting to see the results of public services reform in the following ten areas:

1. Enhancing sustainable economy.
2. Good social and economic services.
3. Community participation in identifying their development priorities in the district.
4. Good utilization of public resources and
5. Assurance of good governance.
6. Enhancing Peace and Security
7. Environment and Sanitation improved
8. Financial Management and Accountability
9. Human Capital Development

10. Total Quality Management on Service Quality

3.3.1 Economy Enhancement on Sustainable basis

The pillars of Sengerema district council economy is agriculture which contributes to an average of 80% of the district income. According to the population census of 2002, an average income for Sengerema residence per year is Tshs. 108,000/=, which is the result of low efficiency of agriculture sector, an average production in Agriculture sector and Livestock is at 50% only. The following factors are contributing to low production of agriculture sector:

- Inadequate extension services 25% of the farmers and livestock keepers do not access extension services.
- Unstable market for agriculture and livestock products.
- Inadequate of agricultural inputs
- Poor agricultural technologies and irrigation infrastructures for farms.
- Lack of capital to farmers and businessmen due to inadequate financial institutions at the community level and difficult loan conditional ties.

However, 62% of the District is covered by water whereby fishing activities are mostly done and contributes much to the district economy. Other sectors vital to the district economy are lumbering and trade.

For the three years to come, the district council will put more efforts in expansion of extension services, to increase their community capital through important co-operative sector, to improve irrigation activities and improving agricultural products. Also aims to improve the business environmental as well as the private sector to be fully involved.

3.3.2 Good social and economic services:

The situation of service delivery is still not satisfactory to the great majority of people. In Education sector, enrolment of children is at 99%. The ration of pupils per class is 1:104 contrary to the national standard of 1:45 .the ratio of one desk to pupils is 1:5 instead of 1:3 of the national standard. The ratio of teacher to pupils currently is 1:68; the ratio for book to one pupil is 1:4 instead of 1:1 national standard.

Health services also are not satisfactory. One doctor serves an average of 205,254 people. Also one health centre serves 82,710 patients. According to the National Health Policy, the

ratio of one doctor is 30,000 patients per year. A health centre serves 50,000 patients; a dispensary serves an average of 12,061 people instead of 10,000. The District Designated Hospital (DDH) serves 588,573 instead of 100,000 required.

The residents of the district council who get water service within 400 meters are 57.1 % of total population. On improving of social and economic services, Strategic Plan of three years time aims to increase services from sectors namely Education, Health, and Water and Transport infrastructures.

3.3.3 Community Participation in Identification of the District Development Priorities:

Community Participation in planning, supervision and its implementation is one of the criteria's in sustainable planning and participation. The district council has been facilitating the community and their leaders in the whole process of identification of development priorities through provision of training on participatory planning.

The objective of the district council is to develop and improve such training to village and ward level leaders, in order to strengthen the level of community participation in identifying their development priorities sustain ably.

3.3.4 Use of Resources:

Sengerema district council is endowed in various resources such as a very fertile land, Lake, forest, livestock and labour as human resources. The district council aim is to improve and enhance community to own and utilize available resources wisely for their sustainable development.

3.3.5 Implementation of good Governance:

The district council have been implementing pillars of good governance by strengthening and fully involving the people in decision making through various meetings. The objective of the district council is to increase democracy, participation, good governance and the rule of law, transparency and accountability with emphasis of conducting meeting for Councillors, village governments and sub villages, Wards Development Committee etc. on rules and laws bases.

3.3.6 Enhancing Peace and Security

Sengerema District Council has been advocating for peace and security to ensure the community live in harmony and participate fully in all social, economic, political and cultural endeavours.

3.3.7 Environmental and Sanitation Improved

Environmental management and sanitation practices are emphasized to the Sengerema community. As required by the law, implementation of environmental legislation is taking place in development activities being undertaken in the district to ensure the impacts are minimized. The Sengerema community is emphasized to practice sanitation procedures to safeguard them from health risks

3.3.8 Financial Management and Accountability

The District Council ensures there's good management of financial resources in accordance to Government guidelines and regulations. For three consecutive years, the Council has been awarded clean certificates from the CAG's office.

3.3.9 Human Capital Development

The District has been investing much on developing the employees academically so that they become competent in the area of their relevant profession. New staffs have been recruited to fill the vacancy positions. Incentives including houses and allowances are provided to make the district council a conducive environment for working to the newly recruited employees

3.3.10 Total Quality Management on Service Quality

To ensure there is efficiency in service delivery to the community, Sengerema District Management and working staffs are committed in the spirit of team work.

3.4 Corporate Objectives

During the period of this strategic plan, The Council strives to attain the following Corporate Objectives:-

- A. Service improved and HIV/AIDS infections reduced

- B. Enhance sustainable effective implementation of the Nation Anti corruption strategy
- C. Access and quality social services improved
- D. Effective and efficient utilization of public resources enhanced
- E. Quantity and quality of economic services and infrastructure improved
- F. Good governance and administration services enhanced
- G. Management of natural resources and environment improved
- H. Social welfare, Gender and Community empowerment improved
- I. Emergence preparedness and disaster management improved

CHAPTER FOUR

TARGETS AND STRATEGIES

The targets to be used in this Strategic Plan are derived from the agreed Strategic Objectives in Chapter Three. There are seven strategic objectives agreed for this period of a strategic Plan (Targets were developed from the department level as well as KPIs in order to complete the Matrix. The Strategic Objectives are as indicated below.

CHAPTER FOUR

OBJECTIVES	TARGET	ACHIEVEMENTS	CONSTRAINTS	ROLLING TARGET
Service improved and HIV/AIDS infections reduced	Care and treatment to PLWHAs increased from 2500 to 7312 by June 2022	6000 PLWHAs cared and treated	Inadequate financial resources	Care and treatment to 1312 PLWHAs by June 2022
	HIV prevalence rate reduced from 3.8% to 3.4% by June 2021	HIV prevalence rate reduced from 3.8% to 2.8% by June 2022	Inadequate financial resources.	HIV Prevalence rate reduced from 3.8% from 3.4% by June 2021
Access and quality social services improved	Conducive working environment to staffs from 65% to 80% by June 2021.	Conducive working environment staffs from 65% to 80% by June 2022.	Inadequate financial resources	Conducive working condition improved by 100% by June 2022
	Agricultural extension services improved from 50% to 75% by June 2022	Agricultural extension services improved from 50% to 75% by June 2022	Inadequate financial resources.	Agricultural extension services improved from 50% to 75% by June 2022
Quantity and quality of economic services and infrastructure improved.	Public buildings constructed and rehabilitated by June 2022	Public buildings constructed and rehabilitated by June 2022	Inadequate financial resources.	Public buildings constructed and rehabilitated by June 2022
	Increase the Pass ability of District Road Network throughout the	Increase the Pass ability of District Road Network throughout the	Inadequate financial resources.	Increase the Pass ability of District Road Network throughout the

	year from 50% to 80% by June 2021	year from 50% to 60% by June 2022		year from 60% to 80% by June 2022
	Conducive working environment to trade staffs improved by 80% by June 2022.	Conducive working environment to trade staffs improved by 60% by June 2022.	Inadequate financial resources.	Conducive working environment to trade staffs improved by 80% by June 2022.
Effective and efficient utilization of public resources enhanced	Council own sources revenue collection increased from 1.5bn to 3bn by June 2021	Council own sources revenue collection increased from 1.6bn to 3bn by June 2022	Inadequate financial resources.	Council own sources revenue collection increased from 1.6bn to 3bn by June 2022
Good governance and administration services enhanced	Enhancement of free and fair election at all level by June 2022	Enhancement of free and fair election at all level by June 2022	Inadequate financial resources.	Enhancement of free and fair election at all level by June 2022
	Assurance of internal control systems for financial management enhanced from 70 to 90 by June 2022	Assurance of internal control systems for financial management enhanced from 70 to 80 by June 2022	Inadequate financial resources	Assurance of internal control systems for financial management enhanced from 70 to 90 by June 2022
	6.Conducting various legal meetings in 26 wards by June 2022	6.Conducting various legal meetings in 26 wards by June 2022	Inadequate financial resources.	6.Conducting various legal meetings in 26 wards by June 2022
	3.Working conditions to Council staff improved	3.Working conditions to Council staff improved	Inadequate financial	3.Working conditions to Council staff improved

	from 50% to 75% by June 2021	from 50% to 60% by June 2021	resources.	from 50% to 75% by June 2021
	Increased number of community participation in decision making to 60% by June 2022	Increased number of community participation in decision making to 50% by June 2022	Inadequate financial resources.	Increased number of community participation in decision making to 60% by June 2022
	Completion of development projects in 71 villages by June 2022	Completion of development projects in 71 villages by June 2022	Inadequate financial resources.	Completion of development projects in 71 villages by June 2022
Emergence preparedness and disaster management improved	Vermin and queleaquelea control strengthened from 75% to 90% by June 2022	Vermin and queleaquelea control strengthened from 75% to 80% by June 2022	Inadequate financial resources.	Vermin and queleaquelea control strengthened from 75% to 90% by June 2022

INITIATIVES	ACHIEVEMENTS	ROLLING INITIATIVES
HIV Prevalence rate reduced.	HIV Prevalence rate reduced from 3.8% from 3.4%	ON GOING
Increase the Pass ability of District Road Network throughout the year.	Increase the Pass ability of District Road Network throughout the year from 50% to 80% by June 2022	ON GOING
Council own sources revenue collection increased	Council own sources revenue collection increased from 1.5bn to 3bn by June 2022	ON GOING
Enhancement of free and fair election at all level.	Enhancement of free and fair election at all level by June 2022	ON GOING
Completion of development projects in 71 villages.	Completion of development projects in 71 villages by June 2022	ON GOING
Increased number of community participation in decision making.	Increased number of community participation in decision making to 60% by June 2022	ON GOING
Public buildings constructed and rehabilitated	Public buildings constructed and rehabilitated by June 2022	ON GOING
Monitoring and Evaluation of development projects improved	Monitoring and Evaluation of development projects improved by June 2022	ON GOING

CHAPTER FIVE

PLAN IMPLEMENTATION MONITORING EVALUATION REVIEW FRAMEWORK INTERNAL AND EXTERNAL REPORTING PLAN

5.1 Plan Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the council, is the custodian and accountable for the implementation of Sengerema District Council strategic plan 2017/2018 - 2021/2022. DED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. Moreover, with the support of the management, shall regularly report to the full council with regards to the strategic plan implementation and its overall performance. For the successful coordination of all Result Areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of this strategic plan. Thus, the respective Departments and Sections with a helping hand from the key stakeholders from within and outside the Council shall be responsible for the day to day operation of the Strategic Plan activities that shall derived from respective targets and included in the Medium Term Expenditure Framework for annual costing and implementation.

5.2 Plan Monitoring

Monitoring for Sengerema District Council's strategic plan shall provide essential feedback mechanisms within the adaptive management framework to keep the plan dynamic and responsive to changing conditions. Monitoring shall provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of this strategic plan will include both simple observation of the results of planned 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 fulfilment 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 Sengerema District Council Community including the District Management Team and the District's Full Council. Presentations shall be made to make sure that able 8 shall guide the format of the progress reports.

Table 11: Example of quarterly progress report

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

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

5.3 Plan Evaluation

In order to assess the plan performance, three types of evaluations are recommended; there shall be on-going evaluation that shall be taking place throughout the life span of this strategic plan at specified period preferably on annual basis. At this stage it is recommended that the evaluation exercises are conducted at the end of the financial year. There shall be also Midterm review as an interim evaluation that shall be conducted after two and half years to be carried out by internal evaluators.

The Midterm review shall draw lessons from the previous annual implementation period and in the process generate information that can be utilized in the subsequent period of plan implementation. This evaluation will focus at the Matching activity funding with plan implementation, evaluation and review. The third type of evaluation to be carried is terminal evaluation that shall be carried out at the end of the plan period to determine achievements, failure and constraints. This is preferably done by using external evaluators with the assistance from internal evaluators. Here detailed assessment of each plan components will be done. Both the quarterly ones, annually and midterm reports shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan.

Specifically, the evaluation of the Sengerema District Council Strategic Plan (2017/2018 - 2021/2022) shall largely aim at:

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

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

5.4 Plan Review

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

Table 12 : A Review Plan

No.	Years	Plan Review	Time Frame	Responsible
1.	Year1: 2017/18	Annual Performance review	May,2017	Head of department responsible for Planning, Monitoring and Statistics
2.	Year2: 2018/19	Annual Performance Review	May,2018	
3.	Year3: 2019/20	Mid-term review	March,2019	
4.	Year4: 2020/21	Annual Performance Review	May,2020	
5.	Year4: 2021/22	Final SDCSP Outcome Review	May,2021	

5.5 Internal Reporting Plan

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

Table 13 : Internal Reporting Plan

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

	Report			Finance
6.	Council Procurement Report	Finance and administration Committee	Monthly	Head of Section Responsible for Procurement

5.6 External Reporting Plan

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

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

Table 14: External Reporting Plan

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

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