

THE UNITED REPUBLIC OF TANZANIA



PRESIDENT OFFICE REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



SONGEA MUNICIPAL COUNCIL STRATEGIC PLAN 2016/2017 - 2020/2021



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EXECUTIVE SYNOPSIS

Songea Municipality as a hub (central business area) in the southern zone is pursuing greater openness and integration that fosters closer collaboration with the rest of the regions with a view to tapping into regional supplier and markets of the surrounding hinterlands. This coupled with improved cross-border trade to Mozambique through Ruvuma river border and Malawi through Lake Nyasa, that would nurture industrialization process and trickledown effect manipulate economic transformation and human development in the Municipality. In nurturing industrialization for economic transformation and human development, Songea Municipal council is committed to achieve the Vision to be a centre for investment and industrialization for sustainable development of the community by 2025. That shall be realised through the Mission to provide quality socio - economic service through using its resources and creating conducive environment for investment for sustainable development of the community.

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 Municipal council who were head of departments, Units and other stakeholders. Analysis of Municipal 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), 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 Songea municipal council, chapter Two provide situation analysis of the municipal council where a thorough diagnosis on the existing situation of the Municipal council was analysed to determine issues of major concern to be addressed. Chapter Three presents potential analysis, stakeholders analysis, SWOC analysis and core values. Chapter three describes the vision, mission, strategic objectives, strategic area, targets, strategies and performance indicators. Finally chapter Five describes information on implementation, monitoring, evaluation, review frameworks, risks management and assumptions is presented. Where the implementation of this plan shall be the responsibility of all stakeholders of the municipal council. The Municipal Director (MD) who is the Chief Executive Officer of the Municipal Council shall be responsible and accountable for the implementation of the Songea Municipal Council (2016/2017 – 2020/2021) Strategic Plan. 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 Songea Municipal Council community members. There shall be annual plan evaluation exercises for the entire plan period, to match activity funding with plan

implementation. The implementation of the Songea Municipal Council strategic plan is guided by 7 major core values that constitute what the council values most which are: team work and participatory, honesty and integrity, accountability and transparency, commitment to local community, efficiency and effectiveness, flexibility and response to positive change, fairness and justice.

LIST OF ABBREVIATIONS AND ACRONYM

'A – Level'	Advanced Level Education
ACT	Alliance Change in Tanzania
AEDM	Asian Economic Development Model
AMCOS	Agriculture Marketing Cooperative Societies
ARDS	Agricultural Routine Data System
ASDP	Agriculture Sector Development Projects
ASEE	Advanced Certificate of Secondary Education Examination
BRN	Big Result Now
CBD	Central Business District
CCM	Chama cha Mapinduzi
CHADEMA	Chama cha Demokrasia na Maendeleo
CHF	Community Health Fund
COWSOs	Community Water Supply Organizations
CSEE	Certificate of Secondary Education Examination
CSEE	Certificate Secondary Education Examination
CUF	Civil United Front
DP	Democratic Party
EA	Environmental Audit
ESIA	Environmental and Social Impact Assessment
FBO's	Faith Based Organizations
FDI	Foreign Direct Investment
FDI	Foreign Direct Investment
FYP II	Tanzania Five Years Development Plan II
GDP	Gross Domestic Product
HIV/AIDS	Human Immune Virus/ Acquired Immune Deficiency Syndrome
ICT	Information and Communication Technology

IRM	Independent Reporting Mechanism
ITV	Independent Television
LAAM	Local Authority Accounting Manual
LAFM	Local Authority Financial Memorandum
LAN	Local Area Network
LANES	Literacy and Numeracy Educational Support
LGA	Local Government Authority
LGRCS	Local Government Revenue Collection System
MDGs	Millennium Development Goals
MEMKWA	Mpango wa Elimu Maalum kwa Walioikosa
MEOs	Mtaa Executive Officers
MSD	Medical Store Department
MUKEJA	Mpango wa Uwiiano kati ya Elimu ya Watu Wazima na Jamii
MVC	Most Vulnerable Children
NAP	National Action Plan
NAP III	The National Action Plan III
NCCR	National Convention Contraction Reform
NDV	National Development Vision
NEMC	National Environmental Management Council
NFRA	National Food Reserve Agency
NGO	Non-Governmental Organizations
NGO's	Non Governmental Organisations
NRWSS	National Rural Water Supply and Sanitation
NSGRP II	National Strategy for Growth and Reduction of Poverty II
O&OD	Opportunities and Obstacles to Development
OGP	Open Government Partnership
'O – Level'	Ordinary Level Education
PEA	Preliminary Environmental Assessment
PMO-RALG	Prime Minister's Office Regional Administration Local Government

SACCOS	Savings and Credit Cooperative Society
SDGs	Sustainable Development Goals
SEDP	Secondary Education Development Program
SEZ	Special Economic Zone
SMC	Songea Municipal Council
SME	Small Medium Enterprise
SOUWASA	Songea Urban Water Supply and Sanitation Authority
TADEA	Tanzania Democratic Alliance Party
TANROADS	Tanzania National Roads Agency
TASAF	Tanzania Social Action Funds
TASAF	Tanzania Social Action Fund
TBC	Tanzania Broadcasting co-operation
TLP	Tanzania Labour Party
TTC	Teachers Training College
TTCL	Tanzania Telecommunications Company Limited
UDP	United Democratic Part
ULGSP	Urban Local Government Strengthening Program
UN	United Nations
UPDP	United People Democratic Party
WEOs	Ward Executive Officers
WHO	World Health Organization

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Statement of the Municipal Council Mayor

Songea Municipal Council is pleased to present its revised Strategic Plan for 2016/2017 to 2020/2021. This plan sets our course for the five years towards quality service delivery to the citizens of Songea Municipal Council. This revised Strategic Plan provides the strategic direction for the Council and the community. It identifies key issues affecting the Council and provides strategies to reinforce the vision and values of the Council and community. This Plan builds on our past achievements and clearly articulates our direction for the five years. Songea Municipal Council looks forward to working in partnership with the community, government and other organizations/stakeholders to implement the strategies in this Plan to achieve our vision for the future. The preparation of this Strategic Plan has been well-established collective and participatory process involving senior management, employees, consultation with a wide range of stakeholders and the community at large. The Management of Songea Municipal Council played a valuable support on all processes of developing the document. On behalf of Songea Municipal Council, I would like to extend my gratitude to the Institute of Rural Development Planning (IRDP) - Dodoma for their professional/consultancy in the preparation of this valuable document especially their endless commitment towards the production of this document.

I also wish to thank all Stakeholders, including the NGOs, CSOs and FBOs for their valuable contribution during the preparation of this Strategic Plan. The contribution of the Community in this

context is highly appreciated. The process of reviewing this plan, provided an opportunity for Songea Municipal Council to address fundamental questions; to come up with a defined vision and mission with clear sense of direction and inspirational to guide our long-term perspective and collaboration with all social stratum and other Development Partners in the council. The expected results of this crucial development are worth the efforts and input from every one. Songea Municipal is faced with numerous Social and Economic challenges such as diseases, poverty and ignorance while emerging challenges of rapid population growth, environmental degradation, gender disparities and HIV and AIDS. Songea Municipal Council's experience in service delivery to the community with diverse political and socioeconomic environment is in line with implementing strategies to cope with current and future development challenges. All this occurs within the context of dynamic and changing global forces including globalization, global development targets and policies, trade imbalance and unfavorable Development Aid Policies. The stated factors in various ways influence poverty and development.

The Songea Municipal Council takes on board internal, national and international commitments to poverty reduction strategies and development initiatives. It adheres to National Policies, guidelines and Strategies such as the Global Sustainable Development Goals; the Tanzania Long Term Perspective Plan 2011/12 – 2025/26; Countries Vision 2025, the Five Year Development Plan 2016/2017 – 2021/2022 whereas the National Strategy for Growth and Reduction of Poverty (NSGRPII) is

articulated. The Strategy and approaches we have charted are relevant, appropriate and sustainable and result oriented. Since we are committed to the implementation of our Strategic Plan, our expectations will be realizable by June 2022. During my term as Hon. Chairperson I am committed to listening, learning and liaising with everyone we need to, so that Songea Municipal Council maximizes the benefits from every opportunity. The Council is proudly open for business and is here to serve, support and ensure Songea Municipal Council positions itself as an excellence service provider to the community.

Alhaj Mshaweji Abdul Hassani
HONORABLE MAYOR
SONGEA MUNICIPAL COUNCIL

Statement of the Municipal Council Executive Director

Songea Municipal Council, is continuing with the implementation of interventions that are in line with the Tanzania Five Year Development Plan 2016/2017 – 2021/2022 in which NSGRP II is articulated and follows Medium Term Expenditure Framework (MTEF) model in its resource arrangement; that is, the derived institutional objectives are achieved as a results of putting in place smart annual targets and related activities which are carried out quarterly, depending on the availability of resources. The core trust in the implementation of Strategic Plan for the year 2016/2017 – 2021/2022 for Songea Municipal Council depend on several factors, namely; strong leadership, technical and institutional capacity, well prioritized projects, reliable resources throughout the implementation process, change of mind-set and acceptance in transformation and effective communication strategy. Thus, Songea Municipal Council is committed to delivery of quality services to the community through effective and efficient use of resources, provision of quality public services, capacity building to management staff and governance and thus adhere its mandate and scope of implementation of fighting against ignorance, poverty, and diseases. It is envisaged that for the year 2016/2017 – 2021/2022, Songea Municipal Council in collaboration with stakeholders will implement the following strategic objectives as derived from current situation analysis: Services improved and HIV/AIDs infections reduced; Quality and quantity of social economic products, services and infrastructure improved; Good governance and administrative services enhanced; Emergence

preparedness and disaster management improved and Management of data flow from community and between service departments and sections improved.

The means to achieve the aforementioned objectives relies on strategies such as resource mobilization; capacity building; partnership, coordination, monitoring and evaluation; awareness and sensitization; sensitization of community and other beneficiaries. Furthermore using existing legislative and regulatory framework that depict the roles, responsibilities, functions and structure for delivering services to the community guided by values of integrity, respect for rule of the law, customer focus, equity and professionalism. The Songea Municipal Council believes that tools for strategic interventions are “among others”, Private Public Partnership; institutional reform and transformation; improving business environment and enhancing skills base and adopting technological innovation in all mandated functions. Songea Municipal Council Strategic Plan 2016/17 - 2021/22 provides a framework for improved service delivery in the Council by continuing implementing performance based management systems. The plan describes our Mission, Vision, Core Values, Mandate, Objectives, Targets xiii and Key Performance Indicators. The Medium Term Strategic Plan for the council provides yet another opportunity to translate Government agenda and policies, aspirations and perspectives into meaningful focus. The Strategic Plan has taken into account the Tanzania Development Vision (TDV) 2025, the Tanzania National Five Year Development Plan (FYDPII), National Strategy for Growth and Reduction of Poverty (MKUKUTA II),

Sector Strategic Plans, Medium Term Expenditure Framework (MTEFs), Reforms Programme policies, Priorities Action Programme of Ministries departments and Agencies (MDAs), the Global Sustainable Development Goals, Sectoral policies and 2015-2020 CCM Party Election Manifesto. The Vision, Mission, Objectives and Core Values of Songea Municipal Council were derived from a detailed review process including Stakeholders Analysis, Strength, Weakness, Opportunities and Challenge (SWOC/T), risk analysis and management strategies and Performance Review. The preparation of this revised Strategic Plan has benefited from the input of many people and stakeholders. Songea Municipal Council staff took many hours, days and numerous discussions in conducting the SWOT analysis, which was an important input to the process. The Staff also participated in the planning workshop at Njosi Secondary Conference Hall and various other group meetings during which draft reports were discussed. The Staff of Songea Municipal Council are determined to work towards the achievement of the stated vision and mission. Collectively, we have committed to implement this Plan. With strong work ethic, realization of the added value in collaborating and supporting each other, a strong sense of commitment to success, dedication to excellence in all of our service delivery, and motivated by the desire to contribute to the betterment of the livelihoods of Songea Municipal Council, making Songea Municipal Council the better place of service delivery excellence. I hope you find this document both informative and useful. Songea Municipal Council Management and staff in general are committed to exploit the opportunities

available and use the available resources efficiently and effectively in order to improve services to our community. Therefore the Council looks forward on working in partnership with the community, government and other organizations/stakeholders to implement the strategies in this Plan to achieve our vision for the future.

Tina Sekambo
Songea Municipal Council Director

CHAPTER ONE

BACKGROUND INFORMATION OF SONGEA MUNICIPAL COUNCIL

1.1 Geographical Location

Songea Municipal Council is one of the six Local Authorities Councils in Ruvuma Region and it is one of the 52 Local Authorities in the Second batch of the restructuring process. Historically, the name Songea was the name famous Chief of the Ngoni tribe called 'Songea'. Songea Municipal Council was appointed to be Municipality in the year 2006. It is also the District and Regional headquarters. The Municipality lies between Longitudes 35°30' and 35°45' East of Greenwich and Latitude 10°30' to 10°35' South of Equator. The Municipality is the major centre for administrative and commercial activities in the region. Also it has various employment opportunities which act as a magnet for the Rural-Urban migration

1.2 Land Area and Land use

The land is covered with three types of soils; sandy soils, clay loamy and red soils. The sandy soil has low water retention capacity, and this type of soil is suitable for the cultivation of cassava and sweet potatoes. While other types of soils are suitable for cultivation of maize, beans, tobacco and coffee. The Municipality covers an area of 616.36 km² out of which 557.36 km² is arable land and 12.9km² is surveyed land occupied by residential, commercial, religious and industrial buildings. 46.1km² of the land is occupied by natural and planted forests,

mountains and streams.

1.3 Climatic Condition

(i) Rainfall

The Municipality enjoys a long rainy season called “kifuku” starting from November to May. The average annual rainfall is about 1264 mm and most of the rain occurs between December and March.

(ii) Temperature

Songea Municipality has warm to high temperatures throughout the months of September, October to February. During this time the maximum temperatures are about 31.4⁰C. The minimum temperature is in June and July of about 25.6⁰C.

1.4 Demographic Characteristics

(i) Ethnic groups

Generally inhabitants in Songea Municipal Council are Ngoni a Subgroup of the Zulu in South Africa. However, the composition of the current population is getting more cosmopolitan due to the influx of workers, businessmen and fortune seekers from different Councils of Ruvuma Region as well as other Regions of Tanzania while other minor ethnic groups are the Yao, Bena and Nindi.

(ii) Population Growth and Distribution

Like other councils in Ruvuma Region, the population of Songea Municipal Council has experienced a significant increase in

growth. The council's growth of the population according to the 2002 and 2012 Population and Housing Censuses the population of the Council increased from 131,336 in 2002 to 203,309 in 2012 before reaching 218,942 in 2015 out of which, females are 115,468(52%) and male 103,474(48%). Therefore the annual average population growth rate is 2.5%. The rapid population increase is influenced by both natural causes and immigration (birth rates and net immigration rates respectively).

Table 1: The Municipal Council Population Distribution

Division	No	Wards	Number of mitaa	Population 2012		Projection 2015			
				Males	Female	Total	Males	Female	Total
East	1.	Mjini	4	4,441	5,002	9,443	4783	5386	10169
	2.	Bombambili	5	12,989	15,069	28,058	13988	16228	30,216
	3.	Misufini	3	2,076	2,523	4,599	2236	2717	4953
	4.	Mshangano	5	4,077	4,128	8,205	4390	4449	8839
	5.	Msamala	5	8,943	9,977	18,920	9631	10744	20375
	6.	Matogoro	4	2,405	2,722	5,127	2590	2932	5522
	7.	Ndilimalitembo	3	3,972	4,313	8,285	4277	4644	8921
	8.	Tanga	6	4,312	4,442	8,754	4643	4784	9427
	9.	SeedFarm	4	3,029	3,199	6,228	3262	3445	6707
	10.	Mletele	6	2,634	2,697	5,331	2836	2907	5743
West	11.	Ruvuma	4	6,481	7,062	13,543	6979	7606	14585
	12.	Mateka	3	3,048	3813	6861	3282	4106	7388
	13.	Subira	8	3,752	3,910	7,662	4041	4211	8252
	14.	Ruhuwiko	4	3,565	3,812	7,377	3839	4109	7948
	15.	Mwengemshindo	2	1,356	1,245	2,601	1461	1341	2802
	16.	Mjimwema	5	5,653	6,402	12,055	6087	6895	12982
	17.	Lizaboni	6	6,780	8,035	14,815	7301	8653	15954

Division	No	Wards	Number of mitaa	Population 2012		Projection 2015			
				Males	Female	Total	Males	Female	Total
	18.	Matarawe	3	3,197	3,752	6,949	3443	4041	7484
	19.	Majengo	3	3,366	4,034	7,400	3624	4344	7968
	20.	Lilambo	8	5,837	6,144	11,981	6285	6616	12901
	21.	Mfaranyaki	4	4,184	4,931	9,115	4506	5310	9816
		TOTAL	95	104,667	108,545	203309	103,474	115,468	218,942

Source: Songea Municipal Council, Planning Statistics and Monitoring Department, 2016

1.5 Agro Ecological Zones

There are two major agro- ecological zones.

(i) The High lands Agro – Ecological Zone

This is located in Matogoro Ward whereby the altitude goes up to 1,500 meters above sea level. The main crops are coffee, maize, beans, fruits, and vegetables. Livestock are pigs, cattle, goats, poultry and small animals.

(ii) The Low land Area Agro – Ecological Zone

This is located in Subira, Mshangano, Ruvuma, Ruhuwiko, Lizaboni, Mletele and Mjini Wards.

1.6 Topography

The topography of the Municipality is characterized by hills with altitudes ranging between 980 – 1100 meters above sea level. The undulating nature is predominant around the Matogoro Mountains while other parts are gently sloping especially Mletele, Subira, Ruhuwiko and Mshangano Wards. Streams flowing from

the hills and terminating into several rivers including Ruvuma, Luwawasi and Ruhila rivers run through valleys which have well drained land for growing vegetables

1.7 The per capita income

Songea Municipal Council, like other councils of Ruvuma region, has never computed its GDP and Per capita GDP since it was established in 2007. Nevertheless, Municipal Council makes significant contribution to the Regional GDP and per capita GDP. The 2008 Regional GDP Survey Report shows that the Council share of the Regional GDP was 16.1 percent equivalent to TShs. 101,707 million. The Per capita income of the Council residents was estimated at Tshs. 738,022.

1.8 Approaches to Strategic Planning Process

Preparing a Strategic Plan for Songea Municipal Council needs a consortium of the Municipal's knowledgeable individuals under the facilitation of resource persons. To enable this assignment be carried out professionally and at the same time putting into consideration the future staff sustainability aspects and involvement of stakeholders, the council formed a working group that collaborated with the consultants. The Municipal council's taskforce involved all heads of departments and sections. A five days training on strategic planning process was done, this intended for capacity building and maintaining sustainability of further strategic planning process. The training commenced on 14th to 19th June 2011. This Task Force served not only as a think tank but also provide an important link with the rest of the council. The objective of the training was to impart strategic

planning knowledge to Songea Municipal Council staff (Head of departments and Sections) so that they can apply the acquired skills in preparing the strategic plan for the Municipal Council.

Participatory approach was used in the process of strategic plan preparation for Songea Municipal Council. The process involved the Management team of the Municipal council namely: Head of departments, Units and other stakeholders. The plan has taken into account the Tanzania Vision 2025, the Tanzania Five Years Development Plan 2016/2017-2020/2021 that aims at boosting industrialisation for economic development, economic Growth and Establishment of Industrial Economy, combining Economic and Human Development, creating Enabling Environment for Business Environment and Investment and strengthening Supervision during the Implementation of the plan. Other national sectoral policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget).

CHAPTER TWO

SITUATION ANALYSIS OF THE MUNICIPAL COUNCIL

2.0 Introduction

This involved assessment of the current situation of Songea Municipal Council. The Municipal took a hard look at itself – where it came from? Where is it now? Where is it going and what are its choices? In the analysis of internal environment, in order to assess the current situation, a good deal of information was collected analysed and disseminated. This entailed the completion a thorough review of literatures, performance review reports in 19 departments and sections. The analysis involved understanding and assessment of the recent institutional **performance** in terms of service delivery, in order to make improvements; also the preparation of presentations to disseminate and share these results.

Analysis of external environment involved an overview of National Visions, National development plan, National policies, National strategies and National initiatives. It also involved International targets, Agenda and Conventions which the Tanzania as a Nation has agreed upon hence has a bearing on operations of the Songea Municipal council. The chapter winds up with the report of Strengths, Weaknesses, Opportunities and Challenges as well as stakeholders analysis report.

A situation analysis establishes critical issues that were a base during the formulation of Vision, Mission, Objectives and Targets. Various approaches to undertaking a situation analysis

were used. The goal was developing high quality Vision, Mission, Objectives, and Targets. The approaches selected depended upon the nature of the municipal council, its capacity, and its resource availability.

2.1 The Internal Environmental Scan

2.1.1 Agriculture, Irrigation and Cooperative

Department of agriculture comprises of three sections namely agriculture, irrigation and cooperatives sections. Agriculture is a major source of income to most of community members residing in Songea Municipality. It is among of the economic activity of Songea Urban population contributing about 80% of the Municipality's Gross Domestic Product (GDP) and employs about 85% of the total population. Agriculture is dominated by subsistence farming with low capital investment that operates under rain-fed conditions and farm sizes between 4 to 8 acres. Farming is concentrated in 13 peripheral wards namely Mletele, Mshangano, Msamala, Matogoro, Ndilimalitembo, Ruhuwiko, Subira, Tanga, Mjimwema, Lilambo, Mwengemshindo, Ruvuma and Mateka. Other economic activities include trade and petty business. The main functions of agriculture irrigation and cooperative department are:

- To increase farmers' productivity and profitability by promoting agricultural new technologies and sales of agricultural products
- Promotion of private sector involvement in extension services, inputs and marketing services provision

- Mobilization of various available resources through collaboration with various stakeholders such as NGO's, private sectors and financial institutions
- Maintenance of a good coordination among stakeholders through district commodity value chain platforms
- Formulation of comprehensive on-budget and off-budget development activities with joint implementation management and follow-up.

In achieving its functions, the department has to play the following roles:

- To increase agriculture productivity per unit area and number of Savings and Credit Cooperative Society
- To impart knowledge to agriculture extension officers in order to deal with farmers (Farmers Field School, Demonstration plots)
- To empower and strengthen farmers towards enabling farming as a business
- To teach farmers in collaboration with agriculture stakeholders on value added chain to agricultural products
- To conduct supervision, monitoring, evaluation and reporting agricultural activities
- To conduct agricultural shows such as Nanenane etc
- To collect agricultural data (Agricultural Routine Data System)

- To prepare departmental budget for various activities
- To inspect fertilizers, seeds and pesticides to ensure its quality
- To manage agricultural crop pests and diseases within the locality
- To collect and supervise produces
- To conduct auditing and inspection of Savings and Credit Cooperative Society (SACCOs)

(i) Extension Services

Agriculture sector currently has 25 extension staff in which 20 staffs deals with agriculture, 1 irrigation technician, 1 agro-mechanization technician and 3 cooperatives. Re-establishment of employees is 80 however there is deficit of 53 agricultural extension staff and 2 cooperative officers. During the financial year 2016/2017 the department is expecting to recruit 10 assistant agriculture officers and 2 cooperative officers.

Table 2: Current situation of extension and cooperative staffs

Professionals	Current situation of extension staffs				Working station of Extension staffs		
	Required	Present	Deficit	Staffs ordered Financial year 2016/2017	Staffs at Head Office	Staffs at Ward level	Staffs at Mtaa level
Agriculture officers (<i>PhD</i> , + <i>Master</i> + <i>Bachelor Holders</i>)	3	3	0	0	3	0	0

Professionals	Current situation of extension staffs				Working station of Extension staffs		
	Required	Present	Deficit	Staffs ordered Financial year 2016/2017	Staffs at Head Office	Staffs at Ward level	Staffs at Mtaa level
Assistant agriculture officers (<i>Diploma + certificate Holders</i>)	70	17	53	10	2	8	7
Irrigation-Technicians	1	1	0	0	1	0	0
<i>Agromech - technicians (Diploma)</i>	1	1	0	0	1	0	0
Cooperative officers (<i>PhD + Master + Bachelor Holders</i>)	5	3	2	2	3	0	0
Total	80	25	55	12	10	8	7

Source: Songea Municipal Council, Agriculture irrigation and cooperative department, 2016

(ii) Agricultural Production

Songea Municipal council has a total land area of 61,636 Ha. Out of which 55,736 Ha is for arable land which is suitable for agricultural activities where a total of 16,000 Ha is under cultivation. Most of farmers cultivate their farm by using hand hoe and few use tractors and power tillers. The main food crops dominated in Municipality are paddy, maize, cassava, legumes, sweet potatoes, Finger millet, beans, bananas and vegetables. However, major cash crops include sunflower, Coffee, Tobacco, groundnuts, sesame, soya beans and pigeon pea; all are produced by small farmers. Production of different food crops

and cash crops during 2013/2014 was high compared to 2014/2015 because of subsidies provided to farmers. In 2015/2016 the Songea Municipality intends to cultivate 14,755 hectares and 629 hectares of different food crops and cash crops which leads to 60,249 tons and 1,176 tons respectively.

Table 3: Production of different crops for the year 2013/2014 to 2015/2016

Crop	2013/2014				2014/2015				2015/2016	
	Target		Actual		Target		Actual		Target	
	Hectare	Tons	Hectare	Tons	Hectare	Tons	Hectare	Tons	Hectare	Tons
Food crops										
Maize	8521	29823	8490	29715	8521	29823	8250	28875	8521	29823
Paddy	1619	4857	1562	4686	1619	4857	1496	4488	1619	4857
Finger Millet	230	138	214	128.4	230	138	210	126	230	138
Cassava	2942	7355	2510	6275	2942	7355	2511	6277	2942	7355
Sweet potato	860	15480	854	15372	860	15480	845	15210	860	15480
Beans	403	322	398	318.4	403	322	382	306	403	322
Legumes	30	24	23	18.4	30	24	20	16	30	24
Banana	142	2130	142	2130	150	2250	148	2220	150	2250
Total	14747	60129	14193	58643.2	14755	60249	13862	57518	14755	60249
Cash crops										
Coffee	4	4	4	4	20	20	13	13	20	20
Tobacco	40	40	16	16	40	40	6	6	40	40
Sunflower	166	166	162	162	166	166	159	159	166	166
Sesame	60	30	38	19	60	30	44	22	60	30
Groundnuts	120	72	112	67.2	120	72	113	68	120	72
Soya beans	185	148	170	136	185	148	167	133	185	148
Sugar cane	35	700	32	640	35	700	28	580	35	700
Total	610	1160	534	1044.2	629	1176	530	981	626	1176

Source: Songea Municipal Council, Agriculture irrigation and

cooperative department, 2016

The main fruits produced in the municipality are oranges, lemons, papaya, avocado and mango, its production increases year by year as shown in Table 4. However, vegetables grown are tomato, cabbage, Chinese cabbage, cucumber, African eggplant, pea, pumpkin, amaranth and peppers.

Table 4: Production of different fruits and vegetables for the year 2013/2014 to 2015/2016

CROP	2013/2014				2014/2015				2015/2016	
	Target		Actual		Target		Actual		Target	
	Hectare	Tons	Hectare	Tons	Hectare	Hectare	Hectare	Tons	Hectares	Tons
Fruits										
Orange	4	40	2	20	4	40	2	20	4	40
Lemon	4	40	3	30	4	40	3	30	4	40
Papaya	8	80	4.5	45	8	80	5	50	8	80
Avocado	4	80	2.3	46	4	80	3	60	4	80
Mango	10	100	5	50	10	100	6	60	10	100
Sweet banana	20	180	22	176	25	200	24	192	25	200
other fruits	10	200	8	160	10	200	10	200	10	200
Total	60	720	46.8	527	65	740	53	612	65	740
Vegetables										
Tomato	60	1800	55	1350	60	1800	50	1500	60	1800
African eggplant	20	200	18.2	182	20	200	19	190	20	200
Okra	46	230	39	195	46	230	36	180	46	230
Onion	25	500	14	280	25	500	13	260	25	500
Carrot	9	180	3.2	63	9	180	4	80	9	180

CROP	2013/2014				2014/2015				2015/2016	
	Target		Actual		Target		Actual		Target	
	Hectare	Tons	Hectare	Tons	Hectare	Hectare	Hectare	Tons	Hectares	Tons
Peppers	6	48	5	40	6	48	2	16	6	48
Amaranths	10	100	8.4	84	10	100	6	60	10	100
Cabbage	14	280	13	260	14	280	11	220	14	280
Chinese Cabbage	25	375	23	345	25	375	16	240	25	375
Cucumber	4	60	3	45	4	60	2	30	4	60
Pumpkins	20	400	18.2	364	20	400	17	340	20	400
Beans	40	40	38	38	40	40	31	31	40	40
Pea	20	20	19	19	20	20	17	17	20	20
Maize	100	1000	72	720	100	1000	71	710	100	1000
Mushroom	-	2	-	2	0.5	1	0.3	0.6	0.5	1
Total	399	5235	329	3987	399.5	5234	295.3	3875	399.5	5234

Source: Songea Municipal Council, Agriculture irrigation and cooperative department, 2016

(iii) Productivity of Different Crops

Successful crop productivity depends on the correct application of production inputs that will sustain the environment as well as agricultural production. These inputs are adapted cultivars, timely sowing, plant population, soil tillage, fertilization, weed management, insect and disease control, timely harvesting, marketing and financial resources. Productivity means production in tons per unit area (Ha). In 2014/2015 the cultivated land was 14,742.3 Ha and production was 62,985.6 tons, However productivity of food crops such as Maize is 2.5 to 3.5 tons/ha, Paddy is 3.0 to 5 tons/ha, Sweet potato is 6 to 8

tons/ha, Beans is 1.0 to 1.5 tons/ha, Finger millet is 0.6 to 0.8 tons/ha, Cassava is 3.0 to 5.5 tons/ha, Onion is 8.0 to 10.0 tons/ha, and Tomato is 5.0 to 8.5 tons/ha.

Table 5: Productivity of different crops per Ha for the year 2014/2015

Crop	Productivity (Tons/ha)	Crop	Productivity (Tons/ha)	Crop	Productivity (Tons/ha)
Maize	2.5-3.5	Sesame	0.8-1.0	African eggplant	5.0-7.0
Paddy	3.0-5	Sunflower	1.0-1.3	Peppers	6.0-8.0
Sweet potato	6-8	Peas	1.0-1.5	Mango	10-15
Beans	1.0-1.5	Pigeon pea	0.8-1.2	Papaya	10-15
Finger millet	0.6-0.8	Sweet banana	8.0-15	Orange	10-15
Cassava	3.0-5.5	Tomato	5.0-8.5	Avocado	10-15
Onion	8.0-10.0	Cabbage	10-15	Lemons	8.0-10
Sorghum	0.6-0.8	Chinese cabbage	8.0-10	Pumpkins	10-15

Source: Songea Municipal Council, Agriculture irrigation and cooperative department, 2016

(iv) Agricultural Inputs

Since most of farmers have low per capital income, Songea Municipality receives subsidies from central government and supplied to farmers at low cost. For example, during the year 2015/2016 it received 6750 sets of subsidies equals to 20,250 vouchers which comprise vouchers for seeds and fertilizer. But the council consists of 98,860 farmers who engage in agriculture, therefore subsidies received by council are not enough to meet the needs of all farmers hence some of farmers use their capital

to buy farm inputs. The seeds mostly purchased by farmers are hybrid seeds of Maize (Pannar 691, Uyole 603, Uyole 614, Uyole 625, Meru 539, Faru 538, Tembo 719, DK 5031, DK 5033), paddy (TXD 306), Sunflower (Juhudi, Record Nyeusi), Sesame (Lindi 2000, Lindi 96), Beans (Cabanima, Kablanketi, Soya), Tomato (Tanya, Tengeru 97, Anna F1, Mwangaza), Cabbage (Grory), Onion (Red Bombay, Claypsom) and fertilizer includes SA, UREA, CAN, TSP, DAP, NPK and Minjingu Mazao.

Farmers always purchase their farm inputs through available agro-inputs suppliers shops such as Premium Agrochemicals, STACO, Mohammed Enterprises, TFC, New Enzoye Enterprises (YARA) and Export Trading Co-dealers with fertilizer, Mwilamba investment, Fridangila Agrovet, Kyando Agrovet, Mbegu Bora JF, Namtumbo Farm store, Namtumbo Farm store annex, Lipambikayika Annex Agrovet, Tumaini Agrovet, Kihwele Junior Shop, Matunda Store, Mndendeule, Mhaura Pembejeo shop, Msigwa Family, KM Agrovet, Mpenda Farm, Zanzibar Agro and Mpina General Trader

(v) Storage Facilities

Songea Municipali Council has 27 storage facilities with different capacity, however most of these storage facilities are privately owned except NFRA (National Food Reserve Agency) which is owned by government.

Table 6: Storage facilities existing in Songea Municipal

S/No	Owner of storage facility	Capacity (Tons)	Ward
1	Tanga SACCOS	200	Tanga
2	SONAMCU LTD	4000	Misufini
3	NFRA	29000	Ruhuwiko
4	Subira	200	Subira
5	Mletele	200	Mletele
6	Mshangano	200	Mshangano
7	Matogoro	250	Matogoro
8	Mwanamwonga	200	Lilambo
9	Mwengemshingo	200	Mwengemshindo
10	Likuyufusi	100	Lilambo
11	Sanga	200	Lilambo
12	Lilambo	150	Lilambo
13	Mahenge	4000	Mahenge
14	Mtazama	1000	Msamala
15	Mtazamo	10000	Msamala
17	Mohamed	15000	Misufini
18	Export Trading	4000	Misufini
19	Pengo	200	Ruhuwiko
20	Onesmo	200	Ruhuwiko
21	Mwilamba	500	Mjini
22	Elimu Supplies	1000	Mjini
23	TFC	10000	Ruhuwiko
24	Chidumule	4000	Seedfarm & Mateka
25	WELLA	5000	Ruhuwiko
26	ATTT	10000	Msamala & Ruhuwiko
27	Sinai	200	Sinai

Source: Songea Municipal Council, Agriculture irrigation and cooperative department, 2016

(vi) Marketing Systems

Trading of all food crops is done through private marketing systems that have flourished over the last decade and are dominated by a large number of small traders and intermediates except maize which is sold at the National Food Reserve Agency

(NFRA) located at Ruhuwiko ward. But in general, marketing system of agricultural produces is very poor. Traders usually prefer to face individual farmer so as to take advantage of lack of solidarity and market information among the farmers as the means of forcing them to accept their price since traders knows that if one farmer does not accept the proposed price another farmer will accept it and the transactions is carried out. Songea Municipal council sensitizes the farmers/community to process their products in order to add value of their products by using low cost processing machine. Processed products have added value which can be sold at high price at the market.

2.1.1.2 Irrigation

Songea Municipality has a potential area of 2,000 hectares for irrigation. Despite the high potential irrigation area only 90 hectares are under traditional small scale irrigation schemes. The areas surveyed and suitable for irrigation infrastructures are Kihakwa, Marudio Kuchile, Subira, Sinai, Namanditi, and Mwanamonga. However, there is 4800 meters ongoing project of Subira irrigation scheme in which 3300 meter already constructed but not in use. Subira irrigation project under its completion will make a total of 600 hectares irrigated and various crops will be grown such as paddy, sweet potato and vegetables. Financial resources and technical constraints hold back the development of the irrigable potential area.

2.1.1.3 Cooperatives

Cooperative is group of people who work together voluntarily to meet their common economic, social and cultural needs through

a jointly owned and democratically controlled enterprise. Cooperatives are based on the values of self help, responsible, democracy, equality and solidarity, however believes in honesty, openness, social responsibility and caring for others.

The cooperative section main function is promotion, registration of Cooperatives societies, inspection and mobilization of saving and credits societies. The Municipal council has 28 Savings and Credit Cooperative Societies (SACCOs) and 2 Agriculture Marketing Cooperative Societies (AMCOS) which have 10,646 members in which 5554 are male, 4647 are female and 458 are groups. Furthermore, these cooperatives have shares amount to Tsh. 380, 925,217, Savings amount to Tshs. 2,195,132,049 and deposits amount to Tsh. 111, 235,523.65 deposits. Table 7 explains in detail the number of each Savings and Credit Cooperative Societies (SACCOs), shares, savings and deposits.

Table 7: Statistical data of cooperative societies by March 2016

Name of cooperative	Members		Groups	Total	Savings	Shares	Deposits
	Male	Female					
Songea Urban Teachers	105	265	2	372	531,643,399.00	36,325,088.00	7,967,069.65
Songea Town Council	172	214		386	463,584,490.00	77,067,329.00	5,584,010.00
Songea Zonal Audit	38	6		44	18,208,461.00	3,500,000.00	1,094,448.00
Songea Lutheran Parish	55	59	4	118	27,123,110.00	7,911,500.00	2,710,000.00
Ukombozi SACCOs	520	341	113	974	620,265,005.00	39,534,700.00	63,251,630.00

Name of cooperative	Members		Groups	Total			
	Male	Female			Savings	Shares	Deposits
Rumacu (D)	34	10		44	8,611,790.00	1,075,000.00	510,000.00
Wauza Samaki	77	32		109	4,521,000.00	222,000.00	2,968,000.00
Kauru (D)	27	3		30	3,526,316.00	-	0
Mkaja SACCOS	0	729	40	769	98,772,943.00	21,711,800.00	1,432,068.00
Ruvuma Utumishi	46	81		127	76,323,899.00	6,760,000.00	734,984.00
Mletele SACCOS(D)	51	22	14	87	7,722,800.00	1,002,000.00	0
Changanyikeni SACCOS	3184	1,967	204	5355	166,960,034.00	139,331,800.00	0
Mshangano SACCOS	105	53		158	507,000.00	106,000.00	150,000.00
New Muungano SACCOS	211	205	56	472	51,432,055.00	6,591,500.00	8,920,150.00
Wazee Wastaafu (D)	41	7		48	783,000.00	192,000.00	0
Uwaruso SACCOS(D)	36	1	0	37	1,913,976.00	4,008,500.00	0
VETA SACCOS	36	12		48	20,142,290.00	2,470,000.00	2,834,000.00
Bombambili SACCOS	21	16	9	46	2,184,000.00	1,452,000.00	0
Matarawe SACCOS	30	15	2	47	1,482,000.00	284,000.00	710,000.00
Beroya SACCOS	29	16		45	16,003,800.00	2,300,000.00	8,966,000.00
Tanga SACCOS	210	255	6	471	8,509,800.00	3,014,000.00	495,000.00
Silimali SACCOS	265	175	5	445	22,905,881.00	4,060,000.00	1,023,164.00
TAMPRO	89	41		130	7,620,000.00	3,901,000.00	0
Chawawase SACCOS	20	17	0	37	3,465,000.00	1,700,000.00	835,000.00
Ruvuma BDG SACCOS	27	23	0	37	3,995,000.00	2,145,000.00	750,000.00

Name of cooperative	Members		Groups	Total			
	Male	Female			Savings	Shares	Deposits
YGE SACCOS	13	7	2	22	3,000,000.00	1,700,000.00	300,000.00
Ruhuwiko Sekondari	51	30	0	81	22,425,000.00	9,810,000.00	0
Ruvuma SONAMCU	16	9	0	25	1,500,000.00	2,750,000.00	0
Chandamali AMCOS	21	11		32	-	2,500,000.00	-
Subira AMCOS	24	25	1	50	-	2,250,000.00	-
	5,554	4,647	458	10,646	2,195,132,049.00	385,925,217.00	111,235,523.65

Source: Songea Municipal Council, Agriculture irrigation and cooperative department, 2016

Agriculture, irrigation and cooperative is constrained by various problems which are: Poor marketing systems, poor irrigation schemes infrastructures, inadequate extension officers, poor technologies of production, low additional value chain of produce, inadequate working tools, insufficient of funds to implement agriculture plans, programs and projects, un-affordability of farm inputs to farmers, price fluctuation of crop products, eruption of pests and diseases, lack storage facilities, inadequate of cooperative staffs ,lack of crop product processing industry, lack of appropriate financing mechanism for agriculture, lack of awareness of community on cooperative societies, improper management of SACCOS and AMCOS, low income and nutrition status to farmers, low production of cash crops and lack of accurate agricultural data.

2.1.2 Livestock and Fisheries

The core functions of the livestock and fisheries department are: Provision of livestock extension services to the farmers. Carry out meat inspection services at Msamala abattoir and twelve slaughters slabs. Collection of livestock, products, and by-products data; this includes total number of livestock in the municipal, milk produced, meat produced and skins. Collection of poultry and their products data; this includes total number of poultry in the municipal and their products such as eggs produced and meat. Revenue collection from meat inspection, slaughter fees, fines, hides and skins transportation, hides and skins drying shades, fish landing fees and fines, license for dealing with fishing and fish products. Provision of treatment and control of livestock and poultry diseases. This includes treating diseases, providing vaccination and education to livestock keepers. Conduct inspection of 8 veterinary service centers. Collection of fish ponds data; this includes total number of fish ponds and their fish species. Promotion of private sector involvement in extension services. Facilitate the development of productivity and profitability by encouraging stakeholders to apply new livestock and fishing technologies. Conducting of agricultural exhibition such as Nanenane. Preparation of departmental budget for various activities and collection of agricultural data (ARDS)

2.1.2.1 Livestock Keeping

Livestock keeping is the second most important economic activity in the municipality; it's a substantial activity that

contributes 80% to the municipal GDP. It is concentrated in all 21 wards of the municipal whereby cattle (dairy, beef and indigenous), Goats (dairy and indigenous), Sheep, Pigs and Chicken are the major classes of livestock kept. The main animal keeping system adopted by the people in the municipality is zero grazing though some community members living within the peripheral wards namely Ndilimalitembo, Tanga, Lilambo, Mwengemshindo, Mshangano, Mletele and Subira have adopted a free range livestock keeping due to availability of wide grazing land.

Due to an increase of awareness and the need for investment in livestock keeping by stakeholders, livestock number in the municipal have increased drastically in the last few years, though animals like cattle number has decreased due to its demand, cost full management and the emerging of pigs keeping by most of the community. The number of poultry has also increased due to arrival of chicks' agencies such as Sifael, Chale, Silverland and Angela Solile.

Table 8: Livestock production from 2002/2003 to 2015/2016

Livestock	2002/03	2007/08	2013/14	2014/2015	2015/2016
Cattle	2073	2420	4723	3557	3913
Goats	4416	4142	5903	8809	9278
Sheep	429	90	60	39	153
Donkeys	5	32	54	110	112
Pigs	3,294	3,308	5,577	21,643	16,754
Indigenous chicken	12,735	15,797	88,947	1,900,634	1,132,92
Chicken(Broilers)	1,241	1,190	38,345	99,902	145,318
Layers	3,256	22,420	85,069	2,901,1005	3,465,910
Pigeons	985	346	3517	34,625	66,779

Livestock	2002/03	2007/08	2013/14	2014/2015	2015/2016
Guinea pigs	50	242	322	856	1600
Guinea fowls	105	261	908	3638	2890
Turkeys	18	59	235	278	309
Rabbit	685	765	743	4927	2465
Dogs	956	3294	2556	4551	5490
Cats	652	984	1272	302	320
Duck	8396	5403	2837	8277	7641
Francolin	-	-	-	243	790

Source: Songea Municipal Council, livestock and Fisheries Department 2002/2003 -2015/2016

(i) Milk production

Songea Municipal council has no milk collection Center such that attaining the correct amount of milk collected from different wards is not easy, the data in table 1.1 below shows the amount of milk collected from major livestock producing milk in the municipal from 2014- 2016. Though this data may not be conclusive because most of the data is collected by few stakeholders who are kind enough to submit their data to extension officers.

Table 9: Amount of milk collected from 2014-2016

Year	Improved dairy cattle	Indigenous cattle	Dairy goat	Indigenous goat
2014/2015	585,117 LTs	482LTs	362LTs	-
2015/2016	591,765 LTs	904 LTs	185 LTs	-
Total	1,176,882 LTs	1386 LTs	745 LTs	-

Source: Songea Municipal Council, livestock and Fisheries Department 2014-2016

(ii) Slaughtering

Msamala abattoirs is the main abattoir responsible for slaughtering of Cattles and goats while pigs and goats are slaughtered in Improved slaughter slabs located in Lizaboni and Ruvuma wards and slaughter slabs located in the following wards; Mjini , Seedfarm , Mletele, Lizaboni , Msamala , Mwengemshindo , Misufini , Bombambili , Mshangano , Tanga, Lilambo , Matogoro , Ndilimalitembo and Subira.

Table 10: Number of slaughtered livestock from 2014-2016

Year	Cattle	Pigs	Goats
2014/2015	9508	5188	6364
2015/2016	4865	7892	4768
Total	14374	13,080	11,132

Source: Songea Municipal Council, livestock and Fisheries Department 2014-2016

Data shows that number of slaughtered was observed to be low compared to pigs' population because most farmers slaughter their pigs indoor instead of taking them to slaughter houses.

(iii) Skins Production

Cattles and Goats are the only animals in which skins and hides are produced. Msamala abattoir is the only slaughter house in which skins and hides are processed. Skins and hides from slaughter slabs once produced from their respective slaughter houses are brought to Msamala abattoir for processing.

Table 11: Number of skins produced from 2014-2016

Year	Cattle	Goat
2014/2015	9508	6364
2015/2016	4865	7892
Total	14374	13,080

Source: Songea Municipal Council, livestock and Fisheries Department 2014-2016

(iv) Poultry Production

In Songea municipal Chicken (broilers, layers and indigenous) are the major poultry in which stakeholders engage in keeping. Some of the stakeholders uses improved technologies in poultry keeping while others especially those located at peripheral wards still uses old methods in poultry keeping but all in all poultry keeping has become a good source of income for most stakeholders.

Table 12: Amount of chicken products from 2014-2016

Year	Broilers and Layers		Indigenous chicken
	Eggs produced	Meat produced (kg)	
2014/2015	586,774,020	40,663	119,265
2015/2016	391,658,972	20,790	20,250
Total	978,432,992	61,453	139,515

Source: Songea Municipal Council, livestock and Fisheries Department 2014-2016

It can be observed from table 11 that the number of Chicken meat and its products have decreased compared to chicken population from table 7, this is because last year some farmers reported low production of eggs due to diseases affecting egg production.

2.1.2.2 Fishing Activities

Fishing activities in Songea municipal is conducted by few community members but very extensively. Due to the fact fishing requires large body of water; most fishing activities are conducted in peripheral wards namely Ruvuma, Tanga, Subira and Mshangano. Fishing is done through manmade ponds while mudfish and tilapia fish are the only types of fish. Fishing is conducted by local farmers in small and large ponds but also farmers manufacture fish feeds themselves. Fishing activities contributes to 30% of the municipal GDP

Table 13: Fish ponds population

Year	Fish ponds	Type of Fish	Quantity
2014/2015	387	Mudfish, Tilapia fish	-
2015/2016	450	Mudfish, Tilapia fish	-

Source: Songea Municipal Council, livestock and Fisheries Department 2014-2016

Livestock and fisheries development in Songea Municipal council is hampered by divergent heterogeneous factors that include:

- Outbreaks of livestock diseases such as FMD, Rabies, Newcastle disease and CBPP
- Outbreaks of poultry diseases such as Flu, Fowl typhoid and smallpox
- Absence of primary livestock market
- Absence of chicken slaughter house
- Absence of milk collection center
- Poor slaughter slabs conditions.

- Shortage of abattoirs and improved slaughter slab
- Most of stakeholders from peripheral ward lack education concerning modern livestock and poultry management regimes.
- Most of the community lack education concerning the importance of fish farming
- Stakeholders from peripheral wards do not understand the importance of vaccination against rabies
- Incensement of littering dogs around the streets
- Insufficient of extension funds and transport facilities
- Shortage of livestock field officers (available 19, needed 33)
- Shortage of skilled Fisheries officers (available 1, needed 10)
- Insufficient veterinary equipment and gear
- Poor budget allocation from the municipal council
- Insufficient office facility compared to the number of departmental staff
- Lack of accurate Livestock data

2.1.3 Planning Statistics and Monitoring

Planning, Statistics, and Monitoring has the main role of planning, Budgeting, Monitoring and Evaluation of Development projects in the Municipal council. Other core functions are: preparation of plans and budget, the department in collaboration with other departments and other stakeholders prepare annual plans by relying on government directives and guidelines. Also the council use O&OD to lower level government (95 Mitaa and

21 Wards) in to increase sense of ownership of development projects.

Preparing, coordinating and compiling developments reports; the department prepares about 3 reports in each quarter that shows the status of implementation of development projects. The reports are CDR, development reports in English for RS and PO-RALG, Swahili reports for Councilors and other stakeholders. Also the department prepares action plan and cash flow of development in order for the government and stakeholders to disburse funds timely and easier monitoring of projects.

Collecting, analyzing and dissemination of data; the department in collaboration with other departments and stakeholders collect data of different types including primary and secondary data. After collecting data the role of department is to analyze those data and finally disseminate data to stakeholders for different purpose.

Preparing Socio- economic profile; the department is updating Socio- economic profile every year in order to get updated information regarding social and economic. Currently Songea Municipal Council is updating its Socio economic profile in collaboration with National Bureau of Statistics, the task of updating it will end in this financial year (2015/2016).

Preparing investment profile; Songea Municipal has prepared Investment profile that stipulates areas for investing, opportunities for investment. Areas for investment in Songea Municipal are; Honey production and processing, meat processing plant, Fruit processing plant, Tourist Hotel

development, and Bamboo wine processing plant, vegetable cooking oil, and maize processing plant, fertilizer.

Training of Data Collectors; has been conducted to 79 Mtaa executive officer 21 agriculture extension officers, 24 health officers and 21 ward executive officer on proper method of collection and verification of data.

Review registration of resident in the Mtaa register; there is register books in all 95 Mtaa which require every citizen in the Mtaa to be registered in order to know actual number of people by age and sex. However, the department has monitored and supervised the exercise of registration by distributing about 448 register books and total number of 203,309 people have been registered. Population has been projected using base year of 2012 where the Council had population of 203,309 but currently (2016) the population is 218,942 where 103,489 are men and 115,456 are women). Supervision, monitoring and evaluating developments projects in order to meet the value for money. There are about eight (8) Development projects/ programmes that are implemented in Songea Municipal Council. The projects are as follows;

Tanzania Social Action Funds (TASAF): This projects was introduced in 2001 with the aim of helping poor community to get social infrastructure like water, dispensaries, schools. From 2001 to 2012 TASAF passed through 2 phases which are TASAF I and TASAF II. In 2012 the Government of United Republic of Tanzania introduced third phase known as Productive Social Safety Net with the aim of helping most poor households to get

subsidies in order to improve their lives. In Songea Municipal Council about 7,915 poor households have been registered to this program and a total of Tshs. 1,890,000,000 have been paid to this poor households up to June, 2016.

National Rural Water and Supply Sanitation; In the year 2011/2012 the Council planned to construct 9 water projects at the cost of Tshs. 2,664,309,449 and to rehabilitate 2 projects at the cost of Tshs. 375,773,600. Currently 7 projects amounting Tshs. 1,414,935,882 have been constructed. Also two projects amounting 375,773,600 have been rehabilitated by the year 2015/2016.

Urban Local Government Strengthening Program (ULGSP); in the year 2012/2013 the Council planned to implement 8 development projects with total cost of Tshs. 21.8 Billion. Up to June, 2016 three development activities are in different stages of implementation, those activities are Rehabilitation of old Songea Bus stand, rehabilitation of 8.6 kms of road to asphalt standard and Capacity building of staffs, Councilors and retooling. Agriculture Sector Development Projects (ASDP); During the year 2011/2016 the Council planned to implement 8 development activities by the 2015/2016. Up to June, 2016 about 7 activities have been completed at a cost of Tshs. 601,441,000.

Secondary Education Development Program (SEDP); The government of Tanzania chosen education sector as priority sector in order to boost standard of education in the Country, therefore SEDP was introduced in favor of the mentioned reason for its establishment. So the council implemented 21

development activities in two schools of Subira and Mdandamo, those activities are construction of two laboratories, rehabilitation of 6 classrooms, rehabilitation of 2 teachers' houses, installation of solar power in 2 laboratories, construction of 6 classrooms and 2 teachers' houses. All this projects cost Tshs. 342,000,000.

Despite the performance of Planning, Statistics, and monitoring, the department is confronted with different problems of Lack of knowledge on data collection and importance of data. The system of Local Government Monitoring data base has no access to add some of necessary important information. New established Mitaa have no population data (population depend on old Mitaa) which make difficult in planning (16 Mitaa not enumerated). Delay of census report from National Bureau of Statistics. Insufficient working tools; the department need 6 computers and 6 tables but available are 2 and 3 respectively, so the deficiency is 4 computers and 3 tables. Inadequate Funds to implement plans, programmes and Projects.

Lack of transport facilities. Lack of proper skills among the staff and lack of nutrition among staff living with HIV/AIDS.

2.1.4 Primary Education

Primary education department deals with pre-primary education, Primary education and Adult education. The core functions of education department are to act as adversary an advisory role on establishment of Pre-primary schools, Primary school and ensure supervision and proper running of schools, To ensure proper implementation of Education Policies and guidelines as stipulated by the government To make a now and then

situational and monitoring of school supervision and To ensure proper implementation of formal, Informal and Non-formal Education.

The council has 81 pre-primary classes whereby all children of four to six years in twenty one wards are required to join. The number of children registered in pre – primary schools this year is 8284 being boys 4268 and girls 4026. However the council also has 81 primary schools consisting of 47,348 pupils whereby boys are 23323 and girls 24025. The Municipal has registered a total of 7855 STD I pupils this 2016 including boys 4083 and girls 3772.

Through Adult education, the Municipal is managing different programmers involving MEMKWA (Mpango kwa elimu maalum kwa walioikosa),MUKEJA (Mpango wa uwiano kati ya elimu ya watu wazima na Jamii) ,NDIYO NAWENZA(Yes I can) and vocational training centers. The aim of these Adult education programmers is to raise education awareness among municipal adults and reduce the number of adults who cannot read and write.

(i) Registration of Pupils

One of the functions of primary education department is to monitor, supervise and control the registration of pre-primary schools children. The registration of children's is highly successfully through the positive co-operation between teachers, parents, ward educational coordinators, ward executives, village executive and other educational stakeholders. This year 2016 the municipal has achieved to enroll 8284 children's which is

172% of the expectation in pre-primary classes and 7,855 which is 148.12% of the expectation as shown in the table below:-

Table 14: Registration of standard one pre-primary and standard one pupils in 2016

Types	Expected			Enrollment			Percent
	Boys	Girls	Totals	Boys	Girl	Total	%
Pre-primary	2,324	2,486	4,810	4,258	4,026	8,284	172.23%
Standard I	2,616	2,587	5,303	4,083	3,772	7,855	148.12%

Source: Songea Municipal Council, Primary Education Department monthly and quarterly reports 2016

(ii) Pupils Drop out

One of the indicator for the development of education in any society is the control of pupils drop out. There are number of causes of drop up out but most of them are pregnancy, truancy, and death. The pupils drop out at Songea municipal council in four years consecutively from 2012 to 2016 is at low level which is controllable.

Table 15: Dropouts for primary schools in the municipal council

Year	Pregnancy	Truancy	Others	Death	Total
2012	0	11	3	2	16
2013	0	7	5	4	16
2014	0	8	4	3	15
2015	0	6	3	4	13

Source: Songea Municipal Council, Primary Education Department monthly and quarterly reports in 2016

(iii) Availability of Teachers

Teachers are the most preferable resource in the development provision of quality education in the country. In this regard teachers should be competent to perform their responsibilities to pupils and society according to their job conducts. In providing quality education teachers should be knowledgeable and the pupils teachers ration should be acceptable at national standards (1:40).The number of primary schools teachers by qualifications in Songea Municipal indicates that there are 1,044 Grade “a” teachers, 57 Diploma teachers and 91 with Degree and above. This makes a total number of 1,192 teachers. Against the required 1287 which provides the deficit of 95 teachers as portrayed in the table below.

Table 16: Number of teachers by qualifications

Grade	Total number		
	Male	Female	Total
A	290	754	1,044
B/C	0	0	0
Diploma	28	29	57
Degree+	44	47	91
Total	362	830	1,192

*Source: Songea Municipal Council, Primary Education
Department monthly and quarterly reports in 2016*

Table 17: Primary Education headquarter staff inventory

No.	Service level	Required	Available	Deficit
1.	Meo's Office	15	15	0
2.	Ward Education Coordinators	25	25	0

3.	Teachers resources centers coordinators	13	13	0
4	Primary School teachers	1287	1,192	95
Total		1340	1,245	95

*Source: Songea Municipal Council, Primary Education
Department monthly and quarterly reports in 2016*

Based on the above data the teacher/pupil ratio is 1:39 which is relatively approaching to the national recommended ratio and also classroom/pupil ratio is 1:72 instead of the recommended National standard of 1:40.

(iv) School Infrastructures

The municipal council's primary schools infrastructures requirement is far from sufficiency and this has serious implications in the education sector development, the council need to take a serious and intentionally measures to combat the problem. There are deficit of 425 classrooms, 951 teachers house, 1289 pupils toilets pits, 825 tables, 918 office chairs, and 763 cupboards as sprayed in the following table:-

Table 18: Education facilities status in the Municipal council

TYPE	2013			2014			2015		
	Required	Available	Deficit	Required	Available	Deficit	Required	Availabl.	Deficity
Classroom	994	594	400	1,058	648	410	1,079	654	425
Teacher's House	1,040	141	899	1,087	145	942	1,096	145	951
Pit latrines	1,996	866	1,130	1,731	816	915	2m059	770	1,289
Desks	16,854	10,925	5,929	15,163	9,759	5,404	15,783	14,092	1,691
Tables	1,911	1,003	908	1,847	1,034	813	1,859	1,034	825
Office chairs	2,333	1,508	825	2,179	1,273	906	2,191	1,273	918
Cupboards	1,179	284	895	1,073	322	751	1,085	322	763

*Source: Songea Municipal Council, Primary Education
Department monthly and quarterly reports 2016.*

(v) Student Performance

The national level of student performance according to government initiative (BRN) target is 85%. The Songea Municipal council standard four examination result performance in 2015 was 85.6% whereby a total of 4518 being boys 2053 and girls 2,465 passed to continue with STD V, while standard seven final examination result performance was 62.4% whereby 2812 being boys 1318 and girls 1494 pupils passed to join Secondary schools. This reveals that there is a need for the education department to increase effort maintaining STD IV examination results and improving STD VII leaving examination result to national target of 85%.

Table 19: Standard IV results for the year 2015

Number of candidates registered for examination			Number of candidates sat for examination			Percentage
Boys	Girls	Total	Boys	Girls	Total	
2540	2735	5275	2053	2465	4518	85.6

Source: Songea Municipal Council, Primary Education Department monthly and quarterly reports 2016

Table 20: Standard VII results for the year 2015

Number of candidates registered for examination			Number of candidates sat for examination			Number of candidates passed the examination			Percentage
Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	
2090	2503	4593	2047	2,458	4,505	1,318	1,494	2,812	62.4

Source: Songea Municipal, Council Primary Education Department monthly and quarterly reports 2016

(vi) Adult Education

The Songea Municipal council following the Adult education section is managing number of programmes namely LANES (Literacy and numeracy educational support), YES ICAN (Ndiyo naweza), MUKEJA (Mpango wa uwiano kati ya Elimu ya watu wazima na Jamii), MEMKWA (Mpango wa elimu maalum kwa walioikosa), and supervising vocational training centers. At current the Municipal has 64 adult education centers which enrolled 3460 adult learners. The illiteracy rate is increasing due to the difficult of supervision which coursed by low allocation of the sector. The following table shows enrollment in deferent programmers.

Table 21: Number of adults who cannot read and write

Ye ar	Population			Registered to Join Adult Education Programme			Whom can read and write			Whom Cannot Read and write			Perce ntage
	M	F	T	M	F	T	M	F	T	M	F	T	
2015	88,093	92,147	180,240	1,493	1,840	3,333	230	220	450	1,720	1,740	3,460	46

*Source: Songea Municipal Council, Primary Education
Department monthly and quarterly reports 2016*

Table 22: Number of adult learners

Yes i can			Lanes			MUKEJA			MEMKWA			Vocational Training		
M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
303	427	730	129	105	234	423	506	929	59	81	140	5	4	9

Source: Songea Municipal Council, Primary Education Department monthly and quarterly reports 2016.

The major issues affecting primary education sector are: increased number of pupils enrolled in pre-primary and std 1 in 2016, the deficit of 425 Classrooms in 76 schools, low pass rate of standard seven pupils below 85 national targets, low of education awareness in most of peripheral school neighboring communities, Shortage of teachers, in adequate of school infrastructures and furniture's, shortage of teacher's houses, lack of support for teachers living with HIV/AIDS, shortage of vocational centers, unsatisfied school pupil book ratio, the presence of salary and non salary teachers claims, insufficiency teachers and pupils teaching school material, The absence of proper primary education departmental headquarters office, A big number of adult cannot able to write and read, poor performance in science subjects and English language subject, lack of motivation to teachers, lack of in-service teachers training, shortage of water supply in some of the schools, inadequate of school infrastructure in special schools, Shortage of teaching and learning material in special schools, lack of security services in most of the schools, un timely disbursement of fund from central government, un sufficiency of primary

education annual budget, the presence of pupils with hazardous life, the emergence of natural deserters.

2.1.5 Water

The Municipal water sector is under the control of water department formulated by the combination of three sections namely: Planning and designing section, water quality and works section, operation and maintenance section. The Department formed after an extensive review process to determine the most appropriate type of organization to assist local water suppliers in implementing the projects in the bases of major investment as well as minor investment and rehabilitation of water facilities. The core function of water department are: To play an advisory role to implement the water projects, to ensure proper implementation, to make monitoring and supervising of water projects, designing of water projects, constructing of water infrastructure schemes and rain water harvesting, Establishing and registering community water supply organizations (COWSOs), Training of community water supply organizations (COWSOs), Supervising and monitoring, Rehabilitating of non functioning water projects.

(i) Water Supply Situation

At the council level, the water department responsible for supplying water services where Songea Urban Water Supply and Sanitation authority (SOUWASA) did not reach (no master plan from SOUWASA for water supply. In Songea Municipal council some people are affected by water related diseases due

to shortage of clean and safe water. Commonly water related diseases are typhoid fever, bacillary-dysentery, diarrhea, sometimes cholera.

Supply of safe and clean water is necessary in addressing poverty and health problems. In 2016 an average 46.9 percent of peripherals area of Songea Municipal Council was estimated to be served with clean water.

Table 23: Current situation of the population supplied with safe and clean water

Ward	Total Rural Population	Population Served with Clean Water	Percent Population Served with Clean Water
Mshangano	8205	5500	46
Matogoro	5127	1500	29
Ndilimalitembo	8285	2000	48.3
Tanga	8754	2000	51.4
Mletele	5331	5750	38
Ruvuma	13543	3850	28.4
Subira	7662	5750	75
Ruhuwiko	7377	4500	61
Mwengemshindo	2601	750	29
Lilambo	11981	7600	63
Total	102385	39200	469.1

Source: Songea Municipal Council, Water department, monthly and quarterly report, 2016

(ii) Water Sources

Water supply and sanitation sector cover Peripherals area water supply in terms of water sources, schemes, technology used to supply water. The major water sources are river, boreholes, shallow wells and the most useful is traditional wells. Shallow wells 119 are working properly and 76 are not working. Boreholes 44 are working properly and 4 are not working. The

capacity of river source is 4,722.9 l/hr and boreholes are 10,301.9l/hr.

(iii) Department Staff

The Department has four technical staffs, one attendant staff and one driver. The water department staff council is at 4 people. With this number, still the staffing level is very poor compared to the actual establishment. However, the department still has one qualified Engineer, one Diploma holder in hydrogeology and water wells drilling, one FTC holder in civil engineering and one FTC holder in water wells drilling. For a smooth office and projects management, the departments need immediate staffing.

(iv) Water Projects

Implementation of the Rural Water Supply and Sanitation Program in Songea Municipal council started in 2009 where consultant was employed by the LGA and started study and design of the projects in the identified villages. The totals of 10 villages were identified for implementation of 10 projects where design was completed in 2011/2012 but at one village the sources are not identified. Construction of projects started in 2012/2013 and by 31st March 2016 construction of 6 projects with 42 water point was completed saving 6 villages. Also by 31st March 2016 construction of 3 projects was going on in 3 villages. Rehabilitation water project started in 2014/2015 the total of 2 water project non function were identified for implementation, 2 projects was completed in march 2015.

Table 24: Current situation of the water project implementation

Core function	Plan	Actual	Percentage
Designing of water projects,	10	9	90
Constructing of water infrastructure schemes and rain water harvesting	9	7	77.8
Establishing and registering community water supply organizations (COWSOs)	10	10	100
Training of community water supply organizations (COWSOs)	10	0	0
Supervising and monitoring	10	9	90
Rehabilitating of non functioning Water projects	2	2	100

Source: Songea Municipal Council, Water department, monthly and quarterly report, 2016

(v) Water Accessibility

National water policy (2002) aim to improve health and provide basic drinking water and sanitation facilities to work closely with the community to make sure that the project meets the intended goal by providing water services not more than 400 meters, and the communities choose that service level based on their perceived needs and ability to pay and involved in operation and maintenance.

Water sector is affected by different problems which include, weak management support, financial problem,

inadequate of water technical facilities, non functional of shallow wells, lack of funds for operation and maintenance of water, insufficient of clean and safe water to the communities, lack of

nutrients among staff living with HIV/AIDS, lack of transparent and accountability, lack of awareness among community Water supply Organizations on sustainability and maintenance of water projects.

2.1.6 Secondary Education

The quality of education depends on the quality of curriculum, students, teachers, physical infrastructure and instructional materials necessary for effective delivery and acquisition of education. In achieving quality secondary education secondary education department has given the core functions to play an advisory role on establishment of secondary schools and ensure supervision and proper running of schools in general. To ensure proper implementation of education policies and guidelines as stipulated by the government. To make situational monitoring and school supervision in secondary schools, to ensure proper implementation of formal, informal and Non-formal Education.

(i) Education Facilities Status in the Council

The Municipal Council has a total of 40 secondary schools whereby 24 are Government owned and 16 are privately owned. There are 14,241 students enrolled in secondary schools by 2015 – 2016 academic years. For advanced level, there are five (5) secondary schools which enroll students Form one to Six, and two secondary schools which enroll students for Form Five and Form Six. Thirty three schools are for 'O – Level' and do enroll form one to form four students. The number of students vary from day scholars and boarding scholars whereby for the 2015/2016 the total of 11,479 students were enrolled out of

whom 5,658 were female and 5,821 were male, while boarding scholars the total enrolment was 2,762 out of whom 1396 were male and 1366 were female. Government owned schools have a total of 856 teachers where by 503 are Male and 353 are Female. They provide teaching, guidance and counseling services to students. There is a high shortage of Science teachers in government secondary schools. About 375 science teachers are needed, but there are only 132 science teachers hence there is a shortage of 243 teachers. Meanwhile there is an excess of Arts teachers in government secondary schools in the municipal council. Only 536 Arts subjects teachers are needed but there are 728 arts teachers hence an excess of 192 teachers.

(ii) Ratios of Student/teacher and Facilities

The teacher/student ratio is 1:13 which is well above the recommended ratio of 1:45 for 'O – Level' students. Teacher/Student ratio is 1:20 for 'A – Level' students which is well above the government recommended ratio of 1:35. Student/Book ratio for 'O – Level' students is 1:2. Meanwhile student/book ratio is 1:4 for 'A – Level' which is below the government recommended ratio of 1:1. Student/latrine hole ratio for male students is 1:32 which is well below the recommended government ratio of 1:20. Student/latrine hole ratio for female students is 1:35 which is well below the recommended government ratio of 1:25. The table below shows the current situation of infrastructure in secondary schools.

Table 25: Secondary schools buildings (2015/2016)

Facilities	Requirement	Available	Deficit
Classrooms	333 (100%)	229 (68.76%)	104 (31.23%)
Teachers' houses	324 (100%)	78 (24%)	246 (76%)
Laboratories	69 (100%)	59 (85.5%)	10 (14.5%)
Libraries	24 (100%)	04 (17%)	22 (83%)
Pit latrines	735 (100%)	342 (46.5%)	393 (53.5%)
Administration Blocks	24 (100%)	13 (52%)	11 (48%)
Hostel	21 (100%)	04 (19%)	17 (81%)
Stores	39 (100%)	09 (17%)	30 (83%)

Source: Songea Municipal Council Schools' Quarterly Report (Jan – March, 2016)

Government secondary schools have no deficit of furniture since each student has a classroom table and a chair. The current requirement for student's furniture and the available furniture is as shown in the table below.

Table 26: Secondary schools furniture (2015/2016)

Facilities	Requirement	Available	Deficit	Percentage of deficit
Tables	10,452 (100%)	10,812 (103.4%)	0	0%
Chairs	10,452 (100%)	10,841 (104%)	0	0%
Cupboards	767 (100%)	131 (17%)	636	83%

Source: Songea Municipal Council, Schools' Quarterly Report (Jan – March, 2016)

(iii) Academic Performance

Student performance in Form Two secondary Examination is good. For example for the two past consecutive years, performance has been improving since the performance in 2014 was 73.3% while the performance in 2015 was 92%. The National target with respect to the “Big Results Now” (BRN) goals is to make sure that performance raises from 35% in 2012 to 85% in 2017 for Certificate of Secondary Education Examination (CSEE) results.

General situation with reference to the above goal is that there is some improvement as in performance in Certificate Secondary Education Examination (CSEE) for two consecutive. For the year 2014 the pass rate was 68.3 % with the district overall rank- nation wise was 83/169. In 2015 the pass rate was 70.73% with the district overall rank- nation wise of 48/170.

Advanced Certificate of Secondary Education Examination results have shown sustainable promising results since 96.5% of the candidates for this level in the Council pass the Examinations.

Table 27: Schools by Ward and Ownership

S/N	Name of School	Ward	Ownership
1	Bombambili	Bombambili	Government
2	Chandarua	Mshangano	Government
3	Kalembo	Matogoro	Government
4	Lizaboni	Mjimwema	Government
5	Londoni	Londoni	Government
6	Luwawasi	M/mshindo	Government
7	Mashujaa	Mjini	Government
8	Matarawe	Mtarawe	Government
9	Mateka	Mateka	Government

S/N	Name of School	Ward	Ownership
10	Matogoro	Matogoro	Government
11	Mbulani	Majengo	Government
12	Mdandamo	Mletele	Government
13	Mfaranyaki	Mfaranyaki	Government
14	Mletele	Mletele	Government
15	Msamala	Msamala	Government
16	Ruvuma	Ruvuma	Government
17	Songea Boys	Seedfarm	Government
18	Songea Girls	Mjini	Government
19	Subira	Subira	Government
20	Zimanimoto	Misufini	Government
21	Chabruma	Lilambo	Government
22	Lukala	Tanga	Government
23	Sili	Lilambo	Government
24	Emmanuel Nchimbi	Msamala	Government
25	ST. Agathon	Mshangano	Privately Owned
26	Beroya	Mshangano	Privately Owned
27	Centenary	Mjini	Roman Catholic
28	De Paul	Msamala	Privately Owned
29	Msamala Muslim	Msamala	Privately Owned
30	Mshangano	Mshangano	Privately Owned
31	Namanditi South	Ruhuwiko	Privately Owned
32	Ruhuwiko	Ruhuwiko	Privately Owned
33	Sapientia	Msamala	Privately Owned
34	Songea Muslim	Msamala	Privately Owned
35	Taifa Foundation	Mshangano	Roman Catholic
36	Skill Path	Msamala	Privately Owned
37	Hoja	Tanga	Privately Owned
38	Eluli	Mshangano	Privately Owned
39	Golden Gate	Seedfarm	Privately Owned
40	Mkuzo Islamic	Msamala	Privately Owned

Source: Songea Municipal Council, Secondary Education Department, 2016

Secondary education sector is facing number of problems which include: increased number of teachers infected with HIV/AIDS, increased number of Students enrolled in Form one 2016 due to Free Basic Education (Elimu Bure) policy, hence shortage class rooms in Government secondary schools, Low performance of students in Certificate Secondary Education Examination (CSEE) compared to National goal as stipulated in Big Results Now (BRN). The pass percent as per BRN is 75% in 2015 but the Council achieved 70.73%. low awareness of the community surrounding the schools hence failure to thoroughly work for the school development, shortage of 216, science and Mathematics teachers, Shortage of teachers' houses, lack of In-service training for Arts teachers, shortage Science laboratory rooms and absence of secondary department office.

2.1.7 Works

In Songea Municipal Council works department has the key functions to: Ensure design of road and building works within the Municipality, provide sufficient engineering and architectural drawing for designed projects, estimate the quantity of works for designed and other projects, ensure the quality and quantity of works for the projects, provide building permit, supervise construction of buildings adhere to engineering specifications and drawings, ensure safety for traffic movement and road user, ensure reliable and efficient road network infrastructure which have sufficient capacity, prepare plans and ensure maintenance of road and building infrastructures.

In promoting development of public infrastructural utilities, works department is divided into road and building sections. The road section deals with design of roads, culverts, bridges and drifts, estimating quantity of road, culverts and bridge works; providing drawing for the execution of the works, quality control during the execution of the works, supervising, monitoring and evaluation of the roads, culverts and bridges .Also road section is responsible in conducting maintenance and make sure that road network is passable all seasons.

While building section deals with design all Municipal buildings including schools, health centres, dispensaries, markets and other social services infrastructures. It is also responsible in estimating the quantity of works, providing drawings, insuring quality of works during construction and maintenance, monitoring and evaluation of building projects. The building section also provides building permits for those who want to build within the Municipality. With respect to staffing the department has a total of 18 staffs with deficient of 2 staffs in the position of Technician II.

Table 28: Availability of staff in work department

S/n	Position	Available	Required	Deficiency
1	Head of Department	1	1	0
2	Engineer II	3	3	0
3	Senior Technician	2	2	0
4	Technician I	1	1	0
5	Technician II	2	4	2
6	Quantity Surveyor II	1	1	0
7	Plant operator II	1	1	0
8	Architect II	1	1	0

S/n	Position	Available	Required	Deficiency
9	Registration Assistant	1	1	0
10	Driver II	1	1	0
11	Office Assistant	3	3	0
Total		18	20	2

Source: Songea Municipal Council, Works department, 2016

In building Infrastructures of the municipal council, implementation of development projects was carried out in different sectors. Through such project Songea Municipal Council constructed a total of 359 buildings to accommodate different sectors. About 2000 permit were provided to people who requested to develop their plots.

(i) Road Network

Roads in Tanzania are categorized into trunk, regional district, feeder and urban roads. Trunk Roads are the primary national and international routes to regions, border posts and ports. Regional Roads are the secondary routes which connect district centres in a region or from another important centre to a trunk road. The Tanzania National Roads Agency (TANROADS) is one of the agencies under the Ministry of Works and has the responsibility for the management of trunk and regional road network of the Tanzania Mainland. District Roads are tertiary routes providing a linkage between Council headquarters to ward centres; important centres within the municipal council; and important centres to a higher class of road. Feeder Roads are the village access roads linking important centres within a ward to the rest of the network and urban roads are roads within the

urban centres. District, urban and feeder roads are the responsibility of Local Government Authorities (LGAs) under the coordination of the President's office Regional Administration and Local Government (PO-RALG). LGAs are therefore responsible for managing, development and maintenance of district, feeder and urban roads under the coordination of PO-RALG.

Road transportation is the major type of transportation for people and goods within and outside Songea Municipal Council. The council road network is composed of trunk, district, feeder and urban roads. The Municipality is interconnected through a good road network of 425 Km whereby 344.55 km are Municipal roads and 64.7 km are Trunk roads and 3 km are Regional roads. Within 357.3 km Municipal roads 14.9 km are tarmac roads, 118.6 km are gravel roads and 223.4 km are earth roads thus giving easy access within and to areas outside. About 86.2% of Municipal roads are accessible throughout the year, 13.8% of the Municipal roads are of variable quality and have limited accessibility during the rainy season.

The highway to the neighboring District of Njombe and Tunduru is all tarmac. The trunk road connecting Mbinga is well maintained to make it passable throughout the year. Moreover, the Municipality is well linked with other parts of the country through road network:

- Songea – Njombe – Makambako road linking the Municipality with Tanzania – Zambia Highway.

- Songea – Tunduru road, linking the Municipality with South Eastern regions of Mtwara and Lindi
- Songea – Mbambabay road, linking the Municipality with settlements along the lake shore and Mbeya Region through Lake Nyasa

The grade of road surface to a large extent determines durability of the road. Therefore, Songea Municipal Council examines the type of road surfaces with their respective length to have a picture of their durability.

Table 29: Road network based on road surface type by wards

Ward	Type of Surface (in Km)			
	Tarmac	Gravel	Earth	Total
Bombambili	3.2	10.1	2.6	15.9
Matarawe	0.9	3.1	4.1	8.1
Mshangano	4.5	4.0	21.0	29.5
Msamala	3.9	8.0	12.6	24.9
Mjini	13.2	4.2	1.1	18.5
Majengo	0.4	4.9	0.3	5.6
Mfaranyaki	0.6	4.5	2.4	7.5
Misufini	0.5	2.5	1.8	4.8
Mateka	0	3.0	1.3	4.3
Ndilimalitembo	1.6	1.0	17.0	19.6
Ruvuma	0	2.5	3.9	6.4
Subira	0	26.7	17.6	44.3
Lizaboni	2	4.05	1.2	7.25
Mjimwema	0.4	5.2	6.1	11.7
Ruhuwiko	9.2	0.6	4.0	13.8

Ward	Type of Surface (in Km)			
	Tarmac	Gravel	Earth	Total
Mwengemshindo	0	9.1	20.4	29.5
Lilambo	16.7	8.4	27.0	52.1
Tanga	16.4	5.55	30.9	52.85
Seedfarm	2.5	1.2	9.8	13.5
Matogoro	0	10.4	10.1	20.5
Mletele	5.5	0	28.9	34.4
Total	81.5	118.6	224.1	425.0

Source: Songea Municipal Council, Works department, 2016

(ii) Road Management

Road Management in Tanzania are categorized into trunk roads, regional roads, District road, feeder and urban roads. Trunk and regional roads owned by Tanzania National Roads Agency(TANROADS) while District ,Feeder and Urban roads owned by District ,Town, Municipal and City Councils.

Table 30: Length of road network by ward in Songea municipality 2016

Ward	Type (in km)				
	Trunk	Regional	District/Urban	Feeder	Total
Bombambili	3.2	0	12.7	0	15.9
Matarawe	0	0	8.1	0	8.1
Mshangano	4.5	0	15.3	9.7	29.5
Msamala	3.9	0	21.0	0	24.9
Mjini	4.4	0	14.1	0	18.5
Majengo	0.3	0	5.3	0	5.6
Mfaranyaki	0.4	0	7.1	0	7.5
Misufini	0	0	4.8	0	4.8
Mateka	0	0	4.3	0	4.3
Ndilimalitembo	0	0	16.6	3	19.6
Ruvuma	0	0	5	1.4	6.4
Subira	0	0	36.3	8	44.3
Lizaboni	2	0	5.25	0	7.25

Ward	Type (in km)				
	Trunk	Regional	District/Urban	Feeder	Total
Mjimwema	0	0	11.7	0	11.7
Ruhuwiko	6.9	0	2.3	4.6	13.8
Mwengemshindo	0	0	20.3	9.2	29.5
Lilambo	16.7	0	17.4	18	52.1
Tanga	16.4	0	26.05	10.4	52.85
Seedfarm	2.5	0	11.0	0	13.5
Matogoro	0	0	20.5	0	20.5
Mletele	5.5	3	8.7	17.2	34.4
Total	64.7	3.0	273.8	83.5	425.0

Source: Songea Municipal Council, Works department, 2016

(iii) Road Passability

In order to provide a quality service to community, it is important to have a road network passable throughout a year. 86.2% of Songea Municipal council are passable throughout the year.

Table 31: The situation of road passability within the Municipality

Passability	Road Condition of Network Throughout the Year in km			
	Passable throughout the year	Passable a greater part of the year	Not passable most of the year	Total road Network
Ward	14.2	1.7	0	15.9
Matarawe	7.3	0.8	0	8.1
Mshangano	29.5	0	0	29.5
Msamala	25.5	3.9	0	24.9
Mjini	17.4	1.1	0	18.5
Majengo	5.6	0.0	0	5.6
Mfaranyaki	6.5	1.0	0	7.5
Misufini	4.8	0.0	0	4.8
Mateka	3.0	1.3	0	4.3
Ndilimalitembo	19.6	0.0	0	19.6

Passability	Road Condition of Network Throughout the Year in km			
	Passable throughout the year	Passable a greater part of the year	Not passable most of the year	Total road Network
Ruvuma	6.4	0.0	0	6.4
Subira	39.3	5.0	0	44.3
Lizaboni	6.75	0.5	0	7.25
Mjimwema	9.3	2.4	0	11.7
Ruhuwiko	13.8	0.0	0	13.8
Mwengemshindo	24.9	4.6	0	29.5
Lilambo	43.8	9.1	0	52.1
Tanga	48.35	4.5	0	52.85
Seedfarm	13.5	0.0	0	13.5
Matogoro	13.5	7.0	0	20.5
Mletele	20.4	14	0	34.4
Total	372.4	56.9	0	425.0

Source: Songea Municipal Council, Works department, 2016

Despite the identified success, the major problems affecting community in works department are : Poor road condition, poor storm water drainage in most of roads, inadequate number of Bridges and culverts, new roads in new planned areas, most of Municipal town roads not constructed to tarmac standard, insufficient bus stand and parking facilities for taxies and trucks,insufficient Fund and inadequate number of staff.

2.1.8 Community Development Gender and Children

Community development department, gender and children is one of the department in Songea Municipal Council with core functions of promoting community development, gender equality, equity and children rights through policies, strategies and

guidelines in collaboration with stakeholders. The department has 3 sub-sections which are Gender, HIV/AIDS, and Youth. There are 13 staff out of 21 required staff and there are 14 deficit staff. Core function of department is to promote community development, gender equality, equity and children rights through policies, strategies and guidelines in collaboration with stakeholders. Other functions of the department are relying on the sub-sections of the department as follows;

(i) Gender

Gender section is responsible in registration of economic groups and Community Based Organisations (CBOs). In 2015/2016 Community development department registered 67 women groups from 21 wards in Songea Municipal Council. The groups are dealing with diverse socio economic activities. Facilitation of gender and children policies to grassroots and other institutions, cooperation with other stakeholders in facilitation of gender and children policy through public meetings and economic entrepreneur's groups, CBOs and other ceremonial festivals such women day, child day, family day and other programs prepared to be done in the time being. Mobilization and sensitization of community and other stakeholders to 21 wards on the importance in forming and developing day care centers for the development of Children. In 2015/2016 there was 22 centers in the municipal council also there were 1100 pupils in these centers.

Gender section is also responsible in coordination of women and youth development fund is another, the main activities involved is

facilitation of entrepreneurship education and loan in order to make sure economic development of community. In the year 2014/2015, about 56 groups of Women and Youth were established and facilitated with entrepreneurship education and loans.

Table 32: Number of Women Economic Groups by Ward for 2014 and 2015

Ward	2014				2015			
	Total number of Registered Groups	Total Members	Number of Groups Assisted	Total Loaned Tshs	Total number of Groups	Total Members	Number of Groups Assisted	Total Loaned Tshs.
Mshangano	3	30	1	400,000	3	46	4	1,600,000
Majengo	4	40	1	400,000	3	25	1	400,000
Msamala	12	120	2	800,000	4	127	2	800,000
Subira	8	80	1	400,000	0	0	3	1,200,000
Ruvuma	8	80	1	400,000	4	70	1	400,000
Ndilimalitembo	9	90	1	400,000	4	66	2	800,000
Mfaranyaki	4	28	0	0	3	59	2	800,000
Mjimwema	19	190	1	400,000	3	44	3	1,200,000
Bombambili	25	250	2	800,000	1	8	3	1,200,000
Mateka	6	60	1	400,000	4	45	3	1,200,000
Lizaboni	8	80	0	0	0	0	3	1,200,000
Seedfarm	7	70	1	400,000	1	14	4	1,600,000
Mletele	10	100	1	400,000	2	15	3	1,200,000
Ruhuwiko	3	21	1	400,000	1	15	3	1,200,000
Mjini	13	130	1	400,000	4	53	3	1,200,000
Matogoro	3	30	1	400,000	3	85	3	1,200,000
Misufini	4	44	1	400,000	3	53	3	1,200,000
Tanga	2	20	1	400,000	3	32	2	800,000
Mwengemshindo	1	11	0	0	4	40	1	400,000
Matarawe	1	10	1	400,000	1	7	2	800,000
Lilambo	8	80	1	400,000	0	0	3	1,200,000
Total	158	1694	21	8,400,000	54	6,151	56	22,400,000

Source: Songea Municipal Council, Community Development, Gender and Children Department, 2016

(ii) Youth

The section in collaboration with other stakeholders coordinated youth issues in all 21 wards with the aim of promoting economic growth and fight against HIV/AIDS among youth. Also the section has managed to disburse a total Tshs 8,400,000.00 to 110 registered groups. Songea municipal Council has managed to register 110 groups. The distributions of groups by ward are shown on the table below.

Table 33: Number of Youth Economic Groups by Ward 2015 and 2016

S/N	Ward	Number of Registered Groups	Members	Number of Groups Assisted	Loaned Tshs.
1.	Mfaranyaki	10	30	3	1,200,000.00
2.	Bombambili	15	150	1	400,000.00
3.	Lilambo	9	92	1	400,000.00
4.	Mletele	8	85	1	400,000.00
5.	Mshangano	12	30	3	1,200,000.00
6.	Misufini	7	65	3	1,200,000.00
7.	Ruhuwiko	5	56	1	400,000.00
8.	Ruvuma	4	35	2	800,000.00
9.	Mjini	9	90	4	2,000,000.00
10.	Mateka	6	60	1	400,000.00
11.	Ndilima Litembo	6	60	2	800,000.00
12.	Majengo	5	50	2	800,000.00
13.	Msamala	3	30	0	0
14.	Subira	4	4	0	0
15.	Seedfarm	2	24	0	0
16.	Matarawe	1	10	0	0
17.	Mwengemshindo	0	0	0	0
18.	Matogoro	4	44	2	800,000.00
19.	Tanga	0	0	0	0
20.	Lizaboni	0	0	0	0
Total		110	915	26	8,400,000.00

Source: Songea Municipal Council, Community Development, Gender and Children Department, 2016

(iii) HIV/AIDS

This section deals with HIV/AIDS prevention, cooperate with other stakeholders in preventing HIV/AIDS transmission, training on HIV/AIDS fight to Songea municipal community, it is also responsible in collecting, Keeping and using the HIV/AIDS statistics in the Municipality. The section in collaboration with other stakeholders has managed to prevent HIV/AIDS transmission from 7% to 5.2%. This has been done through training of different groups, providing condoms and other preventing equipments.

Community Development, gender and children faces different problems which include: delay of fund in HIV/AIDS department, still training on awareness of HIV/AIDS needed in the municipal, lack of enough condom to contribute to community, lack of enough equipment for HIV test. Also most of the groups fail or take not in consideration to loan recovery. Insufficient fund provided to the Department make difficulties to implement the work of the department. Lack of permanent transport facility in the department make difficulties to reach remote areas where people need more services from community department. Difficulties to do monitoring and evaluation of loan disbursed. Delay of fund in HIV/AIDS department. The loan disbursed by Songea Municipal Council as 10% of own source collection not enough due to tremendous registration of social-economic groups. Groups lack skills of entrepreneurship/loan recovery hence fail to generate income and just depend on loan which they fail to recover their loan, Insufficient human resources

2.1.9 Administration and Human Resources

Administration and human resource department in Songea Municipal Council is a core Sector which deals with administering, recruitment, confirmation, taking disciplinary measures, supervising and controlling both human resources as well as material resources. The core functions of the department are:

- Recruitment of the employees in an organization
- Selection of the applicants who apply to fill the vacancy
- Confirmation for the employees who completed their probation period
- To advise the Director concerning administration and human resources matters in a Council
- To supervise all employment contracts for the staff who works in contracts
- Collecting, analyzing and to arranging data concerning human resources plan
- To maintain discipline and execution of the staff
- To supervise preparations of budget program and implementation of administration department
- Supervision of OPRAS to all Songea Municipal staff
- Chief supervisor of salaries to all Municipal employees
- To supervise program and personal employment (PE) budget, administration department funds human resources and departmental meetings
- Predation of quarterly salary report and submit to the Regional Administrative secretary and workers Commission
- Preparation of seniority list of all Municipal employees and submit to the Regional Administrative secretary

- To supervise logistics of all Municipal guests
- To supervise all permission for all employees

On staffing level, Songea Municipal Council has a total of 2,768 employees working into different departments the council according to their area of expertise. These employees are specialized into different level of profession and academic qualifications. Major categories of employees available in the council includes both skilled and un-skilled as follows:

- (i) The Council Management Team that comprises of Municipal Director, Heads of Department and Sections who report directly to council's Director.
- (ii) Principal Officers, Senior Management Officers and Junior Officers who are responsible to assist day to day duties and responsibilities at department level
- (iii) Supporting staffs consists of Secretaries, Office Assistants, and other operational services.

The major issues facing administration and human resource in Songea Municipal Council are:

- Shortage of office working facilities to both higher level lower level
- Inadequate skills/knowledge on Risk Management issues
- Insufficient knowledge on Capacity Building Plan preparation, CNA, HR demands and supply to Human resources officers
- Insufficient knowledge on good governance and Local Government Act to Ward and Mtaa level

- Uncertified Human Resources Officer
- Insufficient knowledge on Proposal writing
- Insufficient knowledge on prevention and supportive measures against HIV and AIDS.
- Inadequate/shortage in skills and knowledge on computer application
- Inadequate/shortage in knowledge and awareness on Grievances handling procedures at Wards and Mtaa
- Inadequate/shortage in skills/knowledge on Risk management
- Inadequate knowledge records keeping for records management staff
- Inadequate office for administration department

2.1.10 Health

Health Department in Songea Municipality has core function of providing equitable, quality and affordable health services to the community members. For smooth operationalisation and provision of health services, the sector is divided into two sections. The health Preventives Services: This deals with the health promotion, behavior change, and disease surveillance as well as conducting inspections households, food and cosmetics outlets. Also it deals with immunization services. And health curative services: This involves hospital services both outpatient and Inpatient services, reproductive child health , HIV/AIDS services, nutrition, social welfare services, laboratory services, pharmaceutical services as well as dental services.

In provision of health services to the community Songea

Municipal council under Health department serve the population of 218912 where by 103486 are male and 115456 are Female. The Municipal council has health services infrastructure of 1 hospital which is the regional Referral hospital, 3 health centers (2) owned by the local government, 1 owned by Faith Based Organization (FBO's), 28 Dispensaries (14) owned by local government, 2 by FBOs, (6) owned by parastatal, 1 Non-Governmental Organization (NGO) and 5 privately owned. However, one Health centers and 8 dispensaries are under construction. Among these only 29 health facilities provide Maternal and child health service and Outpatient Services whereby 3 health facilities provide both Outpatient and Inpatient services. With respect to distribution of health services per ward, the municipal council has 21 wards out of those only 3(14%) wards has health centres therefore there is a deficit of 18 health centre with no health centres. Those wards which have health centres which include Mjini, Mshangano and Mjimwema. The distribution of dispensaries per street, the municipal council has 95 Mitaa out of those only 28 (29%) Mitaa have dispensaries.

Table 34: Distribution of dispensaries by Mtaa

S/No	Ward	Name of Mtaa	Name of the facility	Ownership
1.	Misufini	1. Msikitini	-	-
		2. Majimaji	-	-
		3. Mabatini	-	-
2	Matogoro	1.Matogoro kati	Matogorokati	Government
		2. Mahilo	Mahilo	Government
		3.ChemChem	Chemichemi	Government
		4.Mkwawa .	-	-
3	Msamala	1.Osterbey	Upendo	Private
		2.Miembeni	-	-

S/No	Ward	Name of Mtaa	Name of the facility	Ownership
		3. Mkuzo	-	-
		4. Making'inda	-	-
		5 Mtaungana	-	-
4.	Seed farm	1. Luhila seko	Chandamali % FFU	Government
		2. Luhila	-	-
		3. Kuchile	-	-
		4. Unangwa	-	-
5	Mjini	1. Mpambaliyoto	Magereza	Government
		2. CCM	Tumaini	Private
		3. Mahenge ,	Umati	Non Governmental Organization
		4. Mashujaa.	Songea Private	Private
6	Ndilima litembo	1. Ndilima Litembo	Ndilimalitembo	Government
		2. Matogoro Shuleni	St. Fransics	Private
		3. Makambi	St Benedict	Faith Based Organization
7.	Bombambili	1. Sokoine	St. Norbert	Faith Based Organization
		2. Muungano	-	-
		3. Miembeni	-	-
		4. Mtakuja	-	-
		5. Merikebu .	Bombambili	Government
8.	Mshangano	1. Mshangano		
		2. Namanyigu		
		3. Chandarua	Chandarua	Government
		4. Mitendewawa		
		5. Muhombezi.		
9.	Mletele	1. Mletele	Mletele	Government
		2. Liwumbu	Liwumbu	Government
		3. Mjimwema	-	-
		4. Mdunduwalo	-	-
		5. Nonganonga	-	-
10	Tanga	6. Makemba.	-	-
		1. Mlete	Mlete	Government
		2. Tanga	Tanga	Government
		3. Masigira	Masigira	Government

S/No	Ward	Name of Mtaa	Name of the facility	Ownership
		4. Sanangura	-	-
		5. Mitawa	-	-
		6. Pambazuko	-	-
11	Matarawe	1. Asia kovu	-	-
		2. Sabasaba	Matarawe	Government
		3. Msafiri	-	-
12	Ruhuwiko	1. Namanditi	-	-
		2. Ruhuwiko shuleni	Ruhuwiko	Government
		3. RuhuwikoKanisani	-	-
		4. Ruhuwiko "C"	-	-
13	Mwengemshindo	1.Mwengemshindo	-	-
		2. Luhilakati	Mwengemshindo	Government
14	Majengo	1. Matuli	-	-
		2.Mwinyi Mkuu moyo	-	-
		3. Quarters	-	-
15	Ruvuma	1. Ruvuma chini	-	-
		2. Mbulani "A"	-	-
		3. Mbulani "B"	-	-
		4. Ruvuma juu	-	-
16	Mateka	1. Mateka 'A'	Mateka A	Government
		2. Mateka 'B'		
		3. Mateka "C"		
17	Lizaboni	1. Londoni	-	-
		2. Kibulang'oma	-	-
		3. Sokoni	-	-
		4. Mloweka	-	-
		5. Polisi	-	-
		6. Madizini	-	-
18	Mfaranyaki	1. Matomondo	-	-
		2. Mfaranyaki	-	-
		3. Bilauli	-	-
		4. Mbalika	Mfaranyaki Charity	Private
19	Mjimwema	1. Mjimwema "A"	-	-
		2. Mjimwema	-	-

S/No	Ward	Name of Mtaa	Name of the facility	Ownership
		"B"		
		3. Pachanne "A"	-	-
		4. Pachanne "B"	-	-
		5. Misufini	-	-
20	Lilambo	1. Lilambo 'A'	Chabuma	Government
		2. Lilambo 'B'		
		3. Likuyufusi	Likuyufusi	Government
		4. Mwanamonga	Mwanamonga	Government
		5. Sinai	Sinai	Government
		6. Myegeya	-	-
		7. Mang'ua	-	-
		8. Luwawasi	-	-
21	Subira	1. Subirakati	Subira	Government
		2. Mahinya	-	-
		3. Muungano	-	-
		4. Lami	-	-
		5. Kisiwani C	-	-
		6. Ngandula	-	-
		7. Kihekwa	-	-
		8. Nangwahi	-	-

Source: Songea Municipal Council, Health Department, 2016

With the above Health Infrastructure, health sector has the requirement of 588 health workers. However, the available human resources for health in the council is 300 health workers of different cadres ranging from Medical Officers, Assistant medical Officers, Assistant Nursing Officers, Nurses, Lab Technicians/Assistants, Dental officers, dental therapist, Medical Attendants and other supporting staff with deficit of 288 health workers. Number of skilled and non skilled staff is 206 and 94 respectively.

Table 35: Human resource establishment for the year 2015

S/No	Cadres	Available	Required	Deficit
1	Medical Doctor	2	6	4
2	Assistant Medical Officer	11	25	14
3	Radiographer Technologist	0	2	2
4	Clinical Officer	28	48	20
5	Clinical Assistant	13	33	20
6	Assistant Nursing Officer	19	29	10
7	Nurses	60	93	33
8	Trained Nurse	2	2	0
9	Ophthalmic Nursing Officer	0	2	2
10	Optometrist	0	1	1
11	Health Secretary	1	3	2
12	Nutrition Officer	2	4	2
13	Pharmacist	1	2	1
14	Record Management	2	5	3
15	Medical Attendant	103	123	20
16	Health Laboratory Scientist	0	2	2
17	Health Laboratory Technologist	7	14	7
18	Assistant Laboratory Technologist	12	22	10
19	Pharmaceutical Technologist	1	4	3
20	Pharmaceutical Assistant	0	6	6
21	Assistant Dental Officer	1	3	2
22	Dental therapist	4	6	2
23	Dental Technologist	1	1	0

S/No	Cadres	Available	Required	Deficit
24	Social Welfare Officer	2	4	2
25	Assistant Social Welfare Officer	1	18	17
26	Community Health Worker/Social Welfare Assistant	0	21	21
27	Assistant Environmental Health Officer	14	27	13
28	Health Assistant	6	22	16
29	Epidemiologist	0	1	1
30	Mortuary attendant,	0	4	4
31	Dhobi	0	6	6
32	Security Guard	3	17	14
33	Data Clerk	0	16	16
34	Assistant Accountants	0	2	2
35	Medical Records	0	4	4
36	Drivers	2	6	4
37	Personal Secretary	2	3	1
38	IT specialist	1	1	0
Total		300	588	288

Source: Songea Municipal Council, Health Department, 2016

Based on the existing manpower in health sector the ratio of health professionals per population vary from one health carder to another, for Medical Doctor the ration is 1:108194, for Assistant Medical Officers 1:19672, for Clinical officer 1:5549 , for Nursing Officer 1:3296, for Assistant Dental Officer 1:216388 for Dental Therapist 1:54097 and for Dental Technician 1:216388. However, this situation is far behind the international standards for provision health services to the clients per year according to WHO standards 1 doctor per 10,000 patients per

year. Unlikely Songea Municipality 1 Medical doctor serve 108194 patients per year.

(i) Community Health Status

Through monthly Immunization outreach helps to reach majority of children eligible for receiving vaccines compared to past two year. But yet the council has a challenge of Immigration from neighbourhood council hence target varies. Also HIV prevalence rate among pregnant women has been reduced from 6.4% to 5% due to increased number of staff who provide Option B+ services among pregnant women. By the year 2015 the infant Mortality Rate was 18/1000 live births, Under 5s Mortality Rate was recorded at 20/1000 live births, Maternal Mortality Rate was 171/100000 live births, Neonatal Mortality Rate of 15/1000 live birth, PMTCT testing ANC was 88.5%, Rate of PMTCT in ART was 83.4%, Population Growth was 2.5%, the Birth Rate was 4.4%, Total Fertility Rate was 4.9%, Life Expectancy was 53.5 years for Male and 57.9 years for female. Maternal mortality rate has increased from 168/100000 to 171/100000. However efforts are made to start CEMoNC services at mjimwema Health centre after completing construction of operating theatre. Also a plan is to upgrade Mjimwema Health Centre to be a Hospital. In 2015 most of the health facilities were providing ARVs to all HIV pregnant women as well as testing all the pregnant women to know their status to prevent mother to child transmission of HIV/AIDS.

2.1.10.1 Health Preventive

(i) Environmental and Sanitation Services

In improving environmental and sanitation conditions of residents in the municipal, inspection is done to all residence at municipality so as to improve environmental hygiene as well as preventing community from Epidemic diseases. Currently 65% of the household were inspected for acceptable toilets and 82% for accessibility to safe and clean water respectively. The total number of household inspected on acceptable toilets were 48147 out of whom 31296 (65%) households had acceptable toilets. Number of Household with access clean and safe water were 44520 (82%) of households access to clean and safe water.

(ii) Children Immunization

The percentage of children <1 immunized most of them seems to be above the target this is due to immigration of people which affect the setting of targets. The expected children immunized on BCG were 8656 the actual number of immunized children were 13725 (158.6%). Immunization on DPT3 the expected children were 8006 while number of immunized children were 8120 (101.4%). Immunization on Measles expected children were 8006 Number of immunized children were 8462 (105.6%). Immunization on Polio3 the Expected Children was 8006 Number of immunized children 8126(101.5%). The number of women received TT2 at Bearing Age the Expected women 8656 Number of Women received TT₂ 4270 (49.3%)

2.1.10.2 Health Curative

(i) Top Ten diseases among OPD patients for Both <5 & 5+ for the year 2015

Malaria is a leading diagnosis at OPD attendances followed by ARI. However there is a trend of increase of more cases of cardiovascular disorders hence effort is being put on health education and promotion to prevent non communicable diseases in the municipality.

Table 36: Top ten diseases among OPD patients for Both <5 & 5+ for the year 2015

Type of Disease	No of people diagnosed	% of population
Malaria	59684	27
ARI	35376	16
Dental Dis. Caries	12094	5
Urinary Tract Infections	10556	4
Pneumonia	10235	4
Skin diseases	8459	3
Diarrhoeal Disease Bacterial	7200	3
Cardiovascular Hypertension	6784	3
Intestinal Worms	6184	2
Minor surgical Conditions	3485	1

Source: Songea Municipal Council, DHIS2- 2015

**(ii)Top ten diseases among IPD patients for the year 2015
(Both <5 & 5+)**

Malaria was the leading cause of mortality among under fives, and it is still being a problem more efforts are done using CORPs to sensitize the community on the issues pertaining to malaria especially on vector control and attending clinics.

Table 37: Top ten diseases among IPD patients for the year 2015 (Both <5 & 5+)

Type of Disease	Admitted	Deaths
Malaria- Severe, Complicated	24566	51
Malaria- Uncomplicated	2866	0
Pneumonia	1688	0
Anaemia Others	465	0
Diarrhoeal Diseases Bacterial	656	0
Hypertention	507	3
Pri-neonatal Conditions	279	0
Urinary tract Infections (UTI)	323	0
Fractures/Dislocation	380	0
Acute Respiratory Infections	221	0

Source: DHIS 2-2015

On reproductive child health services particularly the labour and delivery, the situation shows that there is still a problem of women delivery at homes this is due to poor adherence to antenatal visits; as well as distance from homes to facility. Continuous education to the Community is needed to tackle the above situation. For the year 2015 birth before reaching the facility was 293, while births at the facility level were a total of 11164 out of which about 9003 were normal, 2106 surgery and 55 other mean.

Complications after birth was reported 73 for PPH, 173 for retained placenta, 1 Ruptured Uterus (3rd degree) while other Complication 526, all of these caused 19 deaths. Maternal mortality rate has increased from 168/100000 to 171/100000 However, efforts are made to start CEMoNC services at Mjimwema Health centre after completing construction of operating theatre, also to upgrade Mjimwema to be a Hospital.

(iii) Children Malnutrition

Severe malnutrition rate to under five has decreased by 1% this is due to regular education provided at antenatal clinics but yet moderate or mild Malnutrition rate has increased by 1% this is due to increase in poverty level where by community can't afford proper meals and sometimes poor food preparation among community is a major cause of Malnutrition at household level. On the number of children with mild and severe malnutrition, the Number of Children assessed were 7097 where number of children with malnutrition (< 60%) were 183 (2.6%). In improving children's health status, vitamin A supplementations were provided where by Children Aged 6 – 11 were 3556 total number of Children received Vitamin A were 3119 (87.7%). Children aged 1 – 5 were 35394 while total number of Children received Vitamin A were 31106 were 87.9%.

(iv) Family Planning Services

Number of new clients on family planning services and acceptance rate has increased this is due to an increase of the community awareness through family planning outreach. Couple year protection has increased by 10 fold (66.8% -56.7%)

compared to the last year. Many of efforts were done in family planning including outreach and community sensitization.

(v) Social Welfare Services

The Most Vulnerable Children ratio was increased by 0.5% due to poverty, early pregnancy and deaths caused by HIV /AIDS, there is a total of 11460 (18.8%) of Most Vulnerable Childrens (MVC). The efforts are made on provision of youth education as well as to raise society income through TASAF development projects. Moreover, in improving assurance of accessibility to medical services throughout the year the Municipal council is emphasizing on community members to join the Community Health Fund. Currently there are about 5693 (11.1%), Number of households enlored in CHF. Medical services in the municipality is also supplemented by the traditional healers, there is a total of 121 registered traditional healers.

On HIV /AID services for the year 2015, the rate of HIV /AID rate among Women is high compared to male. Also HIV prevalence rate among pregnant women has been reduced from 6.4% to 5% due to increased number of staff who provide Option B+ services among pregnant women. Despite the efforts done by the municipal council on improving health services to the community, health sector is constrained by various problems which are:

- Inadequate of medical equipment's and emergence obstetric care equipment.
- Shortage of staffs of important section like radiology mortuary attendants as well as Medical Doctors,
- High rate of migrants from other areas due to economic

activities e.g. road construction and mining activities which may contribute to an increase of infection rate of HIV/AIDS,

- Poor data collection and management at facility all level,
- Poor quality of health care service delivery infrastructure,
- Low enrolment of CHF members,
- Unreliable transport for supervision and distribution of Medicines, medical supplies and equipment.
- Unreliable disposal of solid waste, ,
- Poor access of vulnerable group to health and social welfare services
- High Prevalence of communicable diseases
- High prevalence of Non-Communicable diseases 9.4%
- On and off supply of drugs, medical equipment's and reagents at medical store (MSD).
- Increasing Number of Traditional and Alternative Healer
- Poor capacity of Health Provider in managing Disaster and Emergency cases
- Increasing in Number of Maternal Death
- Increasing Number of Under five Death

2.1.11 Finance and Trade

Principally, finance and trade department is headed by the Municipal treasury. The department is divided into two sections which are Finance and Trade section. In general there are segregation of duties whereby

under this department

accountant are assigned responsibilities and accountabilities to various sections, and other coherent municipal departments. Finance section has the function of: collection of revenue,

payment processing, safe custody of financial documents, preparation final accounts and other financial progress reports. These roles are accomplished with regarding to the financial laws, regulation and guidelines such as Finance Act, Procurement Act, Local Authority Financial Memorandum (LAFM) and Local Authority Accounting Manual (LAAM).

2.1.11.1 Revenue

The main sources of revenue of Songea Municipal Council are categorized into four parts, namely: Own source revenue, Government grants, Donor funds (ULGSP) and Community contributions.

(i) Own Source Revenue

These are revenues sources collected from different sources within the Songea Municipal council areas. According to finance act for local Government authority (Cap.290) gives the local Government authority, a power to establish by laws under act no 6 and 16(1). Therefore, Songea Municipal Council established by laws in 2010 for fees and duty used to governor its collection of own sources revenues. Nevertheless the total actual collection of own sources revenues for financial year 2015/2016 up to May this year is 2,846, 103, 823, and 61 cents out of estimated budget of Tzs 3,247,008,481 and 00 cents which is equal to 87.65% of estimated budget. The Municipal council collect taxes from different sources. The main taxes revenues are collected through the following sources as listed in the tables below.

Table 38: Types of taxes collected from different sources

SNo.	Name	SNo.	Name	SNo.	Name
1	Billboard fee	12	Market stall/slabs	23	Hotel levy
2	Revenue from renting of Assets	13	Dividends	24	Vehicle registration fee
3	Service Levy	14	Other levies on business activity	25	Own source other
4	Tender fee	15	Refuse collection fee	26	Own source other (TFDA)
5	Bus stand fee	16	Other produce cess	27	Abattoirs fee
6	Other business Licenses fee	17	Forest Produce cess	28	Other fines and penalties
7	Intoxicated liquor Licenses	18	Meat Inspection	29	Building Permit fee
8	Parking fee	19	Other Levies (Karakana)	30	Property tax
9	Plot application fee	20	Plot Transfers fees	31	premium
10	Land rent {30%}	21	Beacons		
11	Sales of plots	22	Land Survey fee		

Sources: Songea Municipal Council, Finance and Trade Department, 2016

On the trend of revenue collection, for three consecutive Financial years, the Council has experienced increasing in Actual Own source Revenue Collection from Tsh. 722,949,058/= in financial year 2012/2013 to Tsh. 1,417,420,312/= in

2014/2015. The revenue collection is expected to increase on the financial year 2015/2016 because up to 1st May 2016 Council managed to collect Tsh. 2,899,490,976.33 which is 89% of the targeted revenue of 2015/2016 which is Tsh. 3,247,008,481.00/=

Table 39: Trend of own source revenue collection from 2009/2010 - 2014/2015

REVENUE SOURCES	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
	Actual	Actual up to June 2011	Actual up to June 2012	Actual up to June, 2013	Actual up to June, 2014	Actual June to, 2015
Billboard fee	21,683,441	2,253,706	28,827,963	29,938,430	27,558,000	43,919,720
Revenue from renting of Assets	64,114,980	100,036,091	108,818,166	95,447,173	115,827,107	128,939,163
Disposal of Municipal assets	-	943,600	1,074,620	6,361,500	2,764,833	2,350,500
Service Levy	27,033,392	34,996,362	29,668,318	42,709,192	52,795,498	49,165,864
Tender fee	4,730,000	3,750,000	8,680,000	7,080,000	6,910,000	3,700,000
Bus stand fee	11,818,900	12,983,900	12,978,400	13,259,400	16,370,000	18,924,000
Own source Other (School Fees)					211,286,291	306,384,386
Sub total	129,380,713	174,963,659	190,047,467	194,795,695	222,225,438	553,383,633
505 TRADE AND ECONOMY						
Other business Licenses fee	3,371,500	4,306,800	6,180,001	6,478,000	188,124,326	167,895,100
Intoxicated liquor Licenses	6,584,500	7,290,000	7,761,500	6,937,500	9,807,000	11,889,300
Parking fee	15,288,450	22,720,800	26,869,600	40,278,100	48,271,000	39,337,100
Market stall/slabs	38,656,525	51,128,900	42,584,500	75,333,800	70,377,280	83,619,100
Hotel levy	13,880,190	15,614,180	23,070,497	47,999,510	28,378,000	25,543,055
Dividends		1,005,480	547,200	615,600	820,800	165,000
Vehicle registration fee	4,433,000	15,678,000	656,000	25,000	18,256,500	2,047,500
other levies on business activity						2,558,400

REVENUE SOURCES	2009/20 10	2010/20 11	2011/201 2	2012/20 13	2013/20 14	2014/201 5
	Actual	Actual up to June 2011	Actual up to June 2012	Actual up to June , 2013	Actual up to June , 2014	Actual June to, 2015
own source other						20,000
SUB TOTAL 505	82,214,165	117,744,160	107,669,298	177,667,510	364,034,906	333,074,555
511- HEALTH AND SOCIAL WELFARE						
Fees for sewages	540,000	40,000	-	-	-	
other fines and penalties	2,750,800	2,556,400	3,890,500	22,750,000	7,197,000	8,142,500
Refuse collection fee	2,781,500	4,231,843	3,774,000	3,470,500	6,959,000	22,890,700
Own source other (TFDA)				8,263,857	5,909,960	5,901,500
Sub Total 511	6,072,300	6,828,243	7,664,500	34,484,357	20,065,960	36,934,700
502 – AGRICULTURAL AND LIVESTOCK						
auditing of cooperatives society and excise duty	650,000	550,000	500,000	-	-	
Action excise duty		-	-	-	-	
Other produce cess	45,527,472	42,303,331	43,863,313	105,781,837	109,766,589	195,117,615
Abattoirs fee	4,106,000	6,726,300	4,762,400	5,389,700	7,391,400	8,576,600
Forest product	7,612,715	7,211,000	10,048,575	13,261,030	12,266,400	12,265,800
Other fines and penalties	179,000	-	865,000	390,000	-	-
Associates audit	5,973,900	6,121,200	5,745,400	8,387,972	11,225,300	18,203,900
Other levies on Business activity				480,000	9,071,000	
Subtotal 502	64,049,087	62,911,831	65,784,688	133,210,539	140,649,689	234,163,915
REVENUES SOURCES	Actual	Actual up to June 2011	Actual up to June 2012	Actual up to June, 2013	Actual up to June, 2014	Actual up to June 2015
516- Civil and building						
Building plan audit			-	-	-	
Building Permit fee	2,650,500	6,856,480	6,762,560	4,815,000	7,222,000	4,526,000

REVENUE SOURCES	2009/20 10	2010/20 11	2011/201 2	2012/20 13	2013/20 14	2014/201 5
	Actual	Actual up to June 2011	Actual up to June 2012	Actual up to June , 2013	Actual up to June , 2014	Actual June to, 2015
Other Levies (Karakana)	2,579,013	1,557,100	950,000	2,001,600	2,330,800	3,202,000
Sub Total 516	5,229,513	8,413,580	7,712,560	6,816,600	9,552,800	7,728,000
520-CITY PLANNING						
Property tax	42,800,996	69,582,987	76,812,935	88,566,923	106,799,840	128,262,087
Plot application fee	7,656,520	10,230,191	6,102,000	-	-	
Plot Transfers fees	3,204,000	3,136,500	3,539,000	-	-	
Land rent {30%}	3,479,686	7,968,156	13,183,611	23,866,179	48,204,602	44,221,342
Beacons	1,500,000	5,517,665	4,033,200	-	-	
premium		96,709,046	62,367,820	-	-	
Land Survey fee	37,609,933	24,030,329	38,940,566	22,951,000	15,606,500	10,123,900
Sales of plots				40,590,256	82,431,370	69,528,180
Subtotal 520	96,251,135	217,174,874	204,979,132	175,974,358	253,042,312	252,135,509
Grand total (Own Source)	383,196,913	588,036,347	583,857,645	722,949,058	1,009,571,104	1,417,420,312

Sources: Songea Municipal Council, Finance and Trade Department, 2016

The municipal council has taken different initiatives to make sure that it is continuing to increase its own revenue source by using Electronic Payment System. The council is to use Local Government Revenue Collection System (LGRCS) and Managed to Purchase 10 Point of sale Devices which are used to collect revenue instead of manual receipts. The actual requirement of point of sale devices are 50 therefore the council has a deficit of 40 devices. The full utilization of electronic system is expected to increase own source revenue to 3,000,000,000 by 2017/2018.

(ii) Government Grant

These are revenues sources received from the Central Government it includes other charges revenues, development and personal emoluments. Total actual amount received for other charges (OC) is Tzs 1,467,391,820 and 88 cents out of estimated budget of Tzs 2,229,247,000 and 00 cents and Tzs 4,617,465,420 and 79 cents for development out of estimated budget of Tzs 13, 435,161,906 and 00 cents .In additional the council received total amount of Tzs 24,221,151,404 and 88 cents out of estimated budget of Tzs 26,026,186,400 for personal emolument (PE).This is the amount received for financial year 2015/2016 up to May this year.

Table 40: Estimated budget and actual revenues from each source

Source	Budgeted estimates revenues in Tzs	Actual revenues received/collected in Tzs	Variances	Percentages
Own Sources revenues	3,247,008,481.00	2,846,103,823.61	445,093,453.39	87.65%
Personal emolument Grant (PE)	26,026,186,400.00	24,221,151,404.88	1,846,034,995.12	93%
Other charges Grant (OC)	2,229,247,000.00	1,467,391,820.00	761,855,180.00	65.82%
Development grant(DEV)	13,435,161,906.00	4,617,465,420.79	9,020,704,535.00	33.86%
Grand Total	44,937,603,787.00	33,152,112,469.28	12,073,688,163.51	73.77

Sources: Songea Municipal Council, Finance and Trade Department, 2016

(iii) Donors Fund

These are fund issued by the donors to the Municipal for implementation of varieties of development projects and

programs. Council received total amount of Tzs 2,081, 746,707.94 from donors for implementation of project of Urban and local Government strengthen project (ULGSP), out the budget for financial year 2015/2016. Apart from that, the council received Tzs 44,150,040.00 from Word bank as one of the main donors of council.

(iv)Community Contributions

These are contribution made by the citizens to the various services they received such as user fees, cost sharing services for development project such as building of school laboratories, and teachers' house. For example in financial year 2015/2016 up to May this year, the contributions from the citizens are Tzs 203,008,050.

Despite the noticeable achievements revenue section is facing different problems which affect development process of the municipal council the identified problems are:

- Unwillingness to pay revenue
Citizen are not willing to pay revenue due to the lack of patriot to their country.
- People have poor understanding in taxes matters
Education is another factors hinder to collection of revenues. Most of citizens lack education with regards to the importance of paying taxes.
- Discouragement
Citizens are discouraged to pay revenue taxes because

of miss use of Government fund, in implementation of development project.

- Political interference

Political interference, influence to poor collection of revenue for both politician or close relatives of politician who are doing business. They used their power contrary

- Lack of expert in ward areas

Songea Municipal council faced with deficit of accountant to the ward areas.

- Local Government Revenue collection System (LGRS) and EPICOR.

Songea Municipal council faced with failure of frequency network and internet in LGRS which hinder efficient and effective data post, authorization and approval.

Moreover it appeared that EPICOR system lack expert and asset management program which causes impediments in preparation of statement of assets.

- Lack of potential sources of revenues

Council depends mainly on fees and duty as revenues sources which are not potential enough sources of revenues, so that to increase revenues in council.

- Inadequate tools and incentives

Tools and incentives are very essential in doing work. Here at Songea Municipal Council tools and incentives such as computers, Point of sales (POS) is inadequate

in such away hindrance in daily responsibility and accountability of accountant.

- Inadequate revenues by Laws

According to finance act for local Government authority (Cap. 290) gives the local Government authority, a power to establish by laws under act no 6 and 16(1). Therefore Council established by laws in 2010 for fees and duty which used to governor its collection, of own sources revenues. These by Laws established are inadequate to the current situation. It needs more by Laws to be established and amended so that to enhance revenues collection.

2.1.11.2 Trade

Trade section is responsible for managing business and industries in accordance with the business regulations. The section ensures that businessmen/women operate their affairs in accordance with the appropriate regulations and procedures. Trade Section also manages the growth of trade in the Council by establishing markets and trade centre's in minor settlements and works. The Core functions of trade section are: Implementation of Trade and industries Policies in the Council, imparting of business and industrial knowledge and skills to the community. Coordinate, supervise and promote business and industrial Development in the Council. Management of trade and industries licenses. Also Trade Section offers various services on

business matters; among others the section provides the following services: Business licensing, Revenue collection, Registration of Businessmen/women, License inspection, Technical Advice and training, Markets establishment and Guest house levy collection and inspection.

Council has several business undertakings and Enterprises are being established because of improved infrastructure and greater support from all levels of government towards investments. About 3,305 businessmen are registered and 1,101 not registered. The table below shows overview of current situation in the market and trade in the Council.

Table 41: Type of markets and trade in Songea Municipal Council 2015/2016

Markets and trade type	Target	Existing in 2016
Existing Markets	13	8
Open markets (magulio)	4	2
Trade centre	3	1
Bars and stores.	375	246
Accommodation facilities (Guest house)	160	146
Hotels and restaurants	50	38
Total	605	441

Sources: Songea Municipal Council, Finance and Trade Department, 2016

(i) Industrial Development

The industrial sector in our council includes small industries processing agricultural products for local consumption and the

there is 177 small industries existing in Songea and the main activity of the council is to impart industrial knowledge and skills to the community. The table below shows the type of Small Scale Industries in council 2016.

Table 42: Types of small scale industries in Songea Municipal council for 2015/ 2016

No	Industry Type	Target	Existing in 2016
1.	Sunflower oil processing mill	40	25
2.	Service industry – garage and workshops	60	35
3.	Carpentry	50	45
4.	Food processing	15	12
5.	Maize milling	100	60
	Total	265	177

Sources: Songea Municipal Council, Finance and Trade Department, 2016

(ii) Business and Enterprises undertaking for 2015/ 2016

The following table 3 below shows the business and enterprises undertaking in council. The table summarise types of trade, the target and the existing business up to current year.

Table 43: Business and Enterprises undertaking for 2015/2016

No	Trade Type	Target	Existing 2016	No	Trade Type	Target	Existing 2016
1	Retail Shop	2,000	1,921	2	Wood & Furniture	25	22
2	Wholesalers	10	6	4	Electronics	30	28
3	Sub Wholesaler	56	46	5	Filling station	7	7
4	Hard ware	32	29	6	Selling crops	36	27
				7			

No	Trade Type	Target	Existing 2016	No	Trade Type	Target	Existing 2016
5	Civil and Building Contractors	43	20	28	Taxi	40	32
6	Stationary and bookstore	80	96	29	Driving School collages	8	6
7	Shoes Shops	38	85	30	Glass Shop	5	5
8	Clothes shop	160	148	31	Soft Drinks suppliers	12	8
9	Cosmetic shops	77	67	32	Dry Cleaner	5	3
10	Agriculture inputs	30	25	33	Private School	16	6
11	Animal Medicine	15	12	34	Financial Institution	6	6
12	Pharmacy and Laboratories	26	18	35	Mineral shops	5	5
13	Dawa Muhimu shops	60	52	36	Car wash	3	3
14	Restaurant and tea rooms	50	47	37	Mobile & Tv shops	10	6
15	Hair Cutting and dressing	160	142	38	Internet services	6	4
16	Guest House	150	146	39	Tourists Hotel	6	4
17	Home Domestic Appliance	15	17	40	Butcher	18	15
18	Cargo Transportation	15	19	41	Bakeries	3	3
19	Fresh Fish	23	67	42	Garage	14	10
20	Car spares	20	18	43	Lubricants and gas	21	15
21	Bicycle spares	20	16	44	Consultants	10	5

No	Trade Type	Target	Existing 2016	No	Trade Type	Target	Existing 2016
2 2	Used Clothes	25	76	4 5	Private hospitals and Dispensaries	6	4
2 3	Photo Studio	5	4	4 6	Telecommunicati ons Co.	4	4
Total						3,406	3,305

Sources: Songea Municipal Council, Finance and Trade Department, 2016

In striving to achieve its goals, trade section is confronted with the various drawbacks: Resistance and delay against paying license fees, lack of centralised business registration system, insufficient working premises, lack of collateral and high interest rates, hinder accessibility to business loans and lack of planned industrial area.

2.1.12 Internal Audit

The main objective of internal audit unit is to strengthen the provision of good governance system in the Municipal council. In achieving its objectives internal audit functions: to ensure that there is a sound financial management and sound financial control over the operations of the Songea Municipal Council. Monitoring and ensuring that the council expenditures are in line with the budget and value for money. Prepare quarterly audit reports and submit to Managing Director and the higher authorities. On staffing numbers of personnel required in the unit are 5; while available personnel are 4 hence having a deficit of one personnel.

On expenditure reports status it was noted that all expenditures accrued have been approved in the council budget accordingly. The council approved budget for the financial year 2015/2016 was Tsh. 44,937,603,787 but the funds received from central government till 30th May 2016 was Tsh. 33,152,112,469.28 and the council spent Tsh. 32,162, 421,956.23.

On audit report it was noted that management has strived hard to comply on rules and regulations which governed financial management although it was identified some areas that needed improvement especially in the area of procurement of goods and services, payments that are inadequately supported by supporting documents and outstanding imprest. However, despite the identified achievements, the internal audit is facing some setbacks that includes: Inadequate staff, inadequate transport facilities, inadequate working tools such as computer which is lodged to EPICOR system and internet, inadequate budget, breach of procurement rules and its regulations, outstanding imprest, inadequately supported expenditure and inadequate office furniture

2.1.13 Environmental and Solid Waste Management

Environmental comprises water, land, air, forest and all micro organisms together with all manmade features. In songea Municipality Environmental and solid Waste Management department is responsible on the protection and conservation of the environment and the environmental beauty of the municipality together with municipal cleanings. In promoting the built environment and solid waste management the department

has the following core functions;-

- To ensure the enforcement of Environmental Management Act of 2004

This act is very helpfully in the Council for Environmental protection and Conservation since in previous years the Environmental destruction was very high especially in wet lands area and in water source.

- To promote Environmental awareness in the community on protection and conservation of Natural resources.
- This activity is done to 21 wards and the community area educated concerning the use of alternative energy sources eg instead of using charcoal and fire wood people can use gas or bio-gas, charcoal or improved stove so as to save the Energy.
- Also the community insisted to use zero grazing so as to reduce the soil erosion. Also to stop to do any human activities within the 60 meters from water catchment areas.
- To monitor, to prepare and to review Environmental and Social Impact Assessment (ESIA) or Environmental Audit (EA) or Preliminary Environmental Assessment (PEA) to all Investment projects within the Council
- Municipal Council has implementing 6 major development projects where by three (3) projects has required to conduct PEA, it was conducted and the

National Environmental Management Council (NEMC) certificate is already realised to the Council. The projects are rehabilitation 8kms roads, rehabilitation of existing bus stand and rehabilitation of Municipal garden.

- While three (3) development projects require EIA the projects are new bus stand at Tanga ward Construction of New Abattoir at Tanga and construction of Sanitary Landfill at Subira ward. To date the final documents has already submitted to NEMC.
- To ensure the sanitation of the council
This is done by the involvement of action groups which are founded in central area. Also the monthly cleanings help the Council to be clean as well as to insist the community to use toilet in order to keep the council clean.
- To ensure health and Safety of workers especially in the implemented construction projects.
This is done especially in those projects which are already started eg in road Construction.
- prepare periodic reports of the departments.
- To prepare the annual budget of the department.
- To conduct environmental World day.

Environmental and Solid Waste Management department have a total number of 23 staffs, where by 21 staffs are those dealing

with sanitation issues and 2 staffs are those dealing with Environmental and solid waste management. Responsibility of solid waste management that is collection and transportation is done by Municipal Council. The Council have two vehicles which are used for Solid Waste Management, that is from collection point (ghuba) to the final disposal site. The name of the area for disposal site is known as Mwengemshindo.

Population of the areas where the service for collection and transportation of waste is available is about 87399, thus through this population led to production of 43699.5 tons of waste per year. But the disposal amount of solid waste is about 21900 Tons per year this is equal to 50.1%t of the total solid waste produced. The final disposal site for the solid waste is found at Mwengemshindo ward within the Municipality 7kms from the (Central Business District (CBD).Type of the disposing site existing in the municipal council is open dumping. The environmental and solid waste management in the municipal is facing various problems which are:

- Destruction and pollution of water resources
- Deterioration of Biodiversity
- Deforestation
- Climate change and the variability of the Environment
- Bad methods of bricks making
- Absence of solid waste collection facilities/ infrastructure like waste bins/skip bins, skip loader, backhoe and vehicles.
- The use of crude dumping stead of sanitary landfill

- Bush burning and air pollution.

2.1 .14 Procurement Management Unit

Procurement management unit was established by the Procurement Act of 2011 and consists of 5 Procurement staff and other 2 technical supporting and administrative staff. The role of the Unit is to ensure the Municipal adhere to the Procurement Act of 2011 and its Regulation of 2013 in order to achieve a fair, competitive, transparent and value for money procurement and practices. The core functions of Procurement Management Unit are:

- To manage all procurement and disposal by tender activities of the Municipal council except adjudication and award of the contract.
- To support the function of the Municipal tender board.
- To implement the decision of the tender board.
- To act as the secretariat to the tender board.
- To plan the procurement and disposal by tender activities.
- To prepare tendering documents.
- To prepare contract documents.
- To maintain a list of all contract awarded.
- To prepare and submit to the Municipal management meeting quarterly reports on the implementation of the procurement plan.
- To co-ordinate the procurement and asset disposal activities of all the departments and units of the Municipal.

In 2014/2015 the Songea Municipal Council planned to procure goods, non consultancy services and works amounting to Tsh. 9,283,285,170.00. In actual procurement of the same, the Municipal has been done the procurement of Tsh. 3,491,352,435.39 of which include the contract for;-

- Construction of open Registry at Songea Municipal Council HQ.
- Rehabilitation of roads to asphalt concrete standard
- Spot improvement and routine maintenance along Majengo-Muungano roads, Ruvuma-mbulani roads, Half London-Bus stand roads, Yapenda annex-mtoni roads, Majengo-Kangaulaya roads and Ruvuma-Kipera roads.
- Periodic and routine maintenance along mjimwema-pachanne roads, mjimwema-msamala roads, madizini-pachanne roads, kilolelo-ukombozi primary school roads, zimanimoto-mjimwema roads, matomondo-buhemba roads and buhemba-kalembo roads.
- Periodic and routine maintenance along bombambili-mwembechai roads, sangawani—bohari roads,mtakuja road, msamala road, souwasa-mashujaa roads and msamala secondary school-ottawa roads.
- Construction of theatre block at mjimwema health centre phase III.
- Construction of Municipal Director's house phase III.
- Drilling of exploratory and productive boreholes for Sindi health centre and Nchimbi secondary school.
- Drilling of exploratory and productive boreholes for Songea boys secondary school and Songea TTC

Table 44: Summary of actual procurement Vs planned procurement in 2014/2015

S/n	Descriptions	As per Procurement Plan and Budget (Tshs)	Actual Procurement done (Tshs)	Percentage
1	Procurement of Goods	2,448,159,260.00	841,701,604.62	34.4
2	Procurement of non consultancy services	265,502,510.00	123,038,271.00	46.3
3	Procurement of Works	6,569,623,400.00	2,526,612,559.77	38.5
Total		9,283,285,170.00	3,491,352,435.99	37.6

Sources: Songea Municipal Council, Procurement management unit, 2016

In 2015/2016 the Songea Municipal Council planned to procure goods, non consultancy services, consultancy services and works amounting to Tsh. 12,400,860,100.00. In actual procurement of the same up to third quarter of this year (march 2016), the Municipal did the procurement of Tsh. 1,330,526,961.00 of which include the contract for:

- Construction and Provision of School building facilities at Lukala secondary school, Sili secondary school and Chabruma secondary school.
- Routine maintenance along Namanditi-mwanamonga roads, parangu-luwawasi roads, peramiho-man'gua roads and luwawasi-lilambo roads.

- Routine maintenance along Tanga-masigira-nonganonga roads,tanga-mletele, shule ya tanga-mwombezi roads and chandarua-muhombezi roads.
- Routine maintenance along Mjimwema-Namanyigu roads,mshangano-mletele roads, Kanisani-legele primary school roads and Spot improvement along Mshangano-mletele roads.
- Spot improvement along Mateke-ndilimali roads, tembo-songea girls roads,mateke-matogoro roads and kimoro-chemchem roads.

Table 45: Summary of actual procurement Vs planned procurement in 2015/2016

S/n	Descriptions	Procurement Plan and Budget (Tshs)	Actual Procurement done (Tshs)	Percentage
1	Procurement of Goods	3,440,999,062.00	679,849,411.00	19.8
2	Procurement of non consultancy services	204,182,896.00	76,546,555.90	37.5
3	Procurement of Consultancy Services	477,180,000.00	0.00	0.0
4	Procurement of Works	8,755,678,142.00	574,130,994.00	6.6
Total		12,400,860,100.00	1,330,526,961.00	10.7

Sources: Songea Municipal Council, Procurement management unit, 2016

The procurement and management unit is facing different problems affecting the performance in service delivery that includes:

- Procurement process is taking too long time from initiation of the requirement up to delivery of goods/services.
- Lack of awareness of procurement act and its regulations to some stakeholders resulting to unnecessary complains.
- Some of the stakeholders tend to engage in corruptions.
- Lack of awareness of procurement process to Councilors.
- Funds not disbursed according to the budget lead to some projects not to be done.

2.1.15 Information Communication Technology

Information and Communications Technologies (ICT) advances since the end of the 20th Century have led to multiple convergences of content, computing, telecommunications and broadcasting. They have brought about changes in the municipal council and other areas, particularly in knowledge management and human resources development. Increasing capacity of ICT has further been empowered by the growth of a global network of computer networks known as the Internet. It has impacted the way business is conducted, facilitated learning and knowledge sharing, generated global information flows, empowered citizens and communities in ways that have redefined governance, and

have created significant wealth and economic growth resulting in a global information society. ICT department has the following core functions:

- Ensure reliable and efficient ICT infrastructure which shall have sufficient capacity and network speeds, provide improved connectivity, be cost-effective and adaptive to the needs.
- Continue procure ICT facilities and services for Municipal government offices and schools.
- Encourage the private sector to continue their role as an integral part of the development of ICT infrastructure.
- Equip the government offices reliable and efficient ICT infrastructure.
- Promote effective utilization of all installed ICT infrastructure which shall be so harmonized to contribute to flexibility and redundancy on a Municipal basis.
- Encourage sharing and co-locating of infrastructure and facilities.
- Promote and encourage deployment and maintenance of ICT facilities.
- Continue adopting new Technologies from various sources for the benefits of Council.
- Set up ICT securities both physical and logical.

Songea municipal council has email/system managed by EGA, all head of departments and sections/units owns mail addresses. The Government information and documents sent and received via government emails address on “go.tz, .gov or org”.It is

prohibited to use private emails such as yahoo, mail and hotmail to receive and send official documents. Unfortunately the council has no Web site, it is under construction.

The government computer systems are installed with licensed software, the use of unlicensed software is to go against copy right and patent right laws. The use of open source software is proved otherwise by President Office Public Service Management System's specialists. The public servant is not allowed to use/install any free software unless the software proved as legal software by President Office Public Service Management System's specialists. The Municipal council has internet accessibility through wireless and Local Area Network (LAN) at ICT and Municipal Director Office only. Internet is provided by TTCL, later on the Council expect to have three services from Government namely: the Local Area Network (LAN), PBX/INTERCOM and Wide Area Network (WAN). In ensuring security of the municipal data, all Head of Departments and Sections/Units recommended budgeting for Antivirus software at every financial year. The recommended software is Kaspersky. Licensed Antivirus software installed to prevent computer systems from unwanted programs (Virus). Other systems such as firewall also used to prevent viruses and Antiviruses are timely updated.

On maintenance of ICT Equipments, the Council provides a professional training to its ICT specialists. The Council provides technical troubleshooting equipment to its ICT specialists for early troubleshooting before handling the equipments to the

Tenderer if requires more maintenance. The ICT device with memory storage device are not taken outside the government building by Tenderer unless proved otherwise and special permit is given.

Verification of ICT equipments the Council maintain inventory for the ICT equipment that show the type of equipment and its specifications. Any changes made on equipment recorded in the inventory log book. The inspection of the inventory conducted by the authorized ICT personnel.

On disposing ICT equipments, disposing ICT equipment conducted according to ICT disposing plan. The proper formula design to dispose ICT equipments. Proper calculation conducted based on formula. All required sectors include ICT Unit, Procurement and Supplier Unit and Valuation Unit participate in designing the formula.

(i) Communication Technologies Services to the Community

The Songea Municipality is well served with a Telecommunications network to the rest of the world. Tanzania Telecommunications Company Limited (TTCL) offers landlines. The council has land lines to Municipal Director and Personal secretary only the rest head of departments gets intercom only. Also the Ward Executive Officers (WEOs) and Mtaa Executive Officers (MEOs) does not have such services. Instead they use private/ personal Mobile phone for communication purposes. There are five cellular phone systems operated by Airtel, Vodacom, Tigo, Halotel and Zantel. Internet, fax, Televisions such as Tanzania Broadcasting co-operation (TBC),

Independent Television (ITV), Star TV, Channel Ten, Channel Five, Azam Television and Songea Cable Television are also available. The internet accessibility to the community is good and the services found at different centers within the municipality. Postal services are available at the post offices. Fax and internet services are also available at private and government offices.

However, in spite of communication technology services improvement there are various problems facing ICT those problems are: inadequate ICT facilities such as Computers, Printers, Scanners. Lack of LAN/WAN infrastructures. High cost of Internet services/Bills in internet cafes, lack of website, lack of server, lack of training, lack of Technology systems and lack of proper antivirus.

2.1.16 Election

Election unit is an overseer of all election matters in the municipal council. According to the constitution of the United Republic of Tanzania there are two types of election: the General Election and Local Government election. The core functions of the unit are to reserve and store the Election Document from local Government and National election commission. It is also responsible to prepare Council election report, to prepare election activities and to co-ordinate all election activities. Songea Municipal Council has one constituency with 21 wards and 95 Mitaa. The Council has 127,738 voters according to voters register books of 2015. Songea Municipal Council also has 11 permanent parties operating within the Municipality. These are, Chama cha Mapinduzi (CCM), Chama cha

Demokrasia na Maendeleo (CHADEMA), Civil United Front (CUF), Tanzania Labour Party (TLP), United Democratic Part (UDP), Democratic Party (DP), Demokrasia Makini , United People Democratic party (UPDP), Tanzania Democrtatic Alliance Party (TADEA), National Convention Contraction Reform (NCCR- MAGEUZI) and Alliance change in Tanzania (ACT–WAZALENDU).

With regard to local government election, songea municipal council has 95 Chairperson, where by Chama cha Mapinduzi (CCM) has 69, Chama cha Demokrasia na Maendeleo (CHADEMA) 24 and Civil United Front (CUF) has 2 chairperson. Among of these Chairperson men is 84 and women is 11. Member of Mtaa Committee is 475 where by a men is 285 and women is 190.

While the general election Songea Municipal Council has 30 Councilor's where by 2 are members of parliament: 21 are Ward representative and 7 are special seats. There are 22 Chama cha Mapinduzi (CCM) Councilor's: 4 from Chama cha Demokrasia na Maendeleo (CHADEMA) and 1 from Civil United Front (CUF). The Council expect to conduct Local Government election by 2019 and general election by 2020.

Election is problems of low knowledge of voters to the regulation and rules of election, corruption during selection of candidate and election, low knowledge on civics Education to the community, conflict between party leaders and their followers (one party to another), low knowledge of party leader on conducting election, vacancy for chairperson and Mtaa

Committee members.

2.1.17 Beekeeping

This section deals with beekeeping activities for community development. There are abundant natural plant, shrubs, herbs and agricultural crops species that produce nectar and pollen for honey bees like groundnuts. The main bee product in Songea municipal is honey, beeswax and pollination. The product are high quality in the hives that can acquire high price if the quality is maintained. This bee keeping section is relatively new section in Songea Municipal council with the major function of conservation of environment, improving community income through honey production, production of honey for medicine.

Table 46: The group of beekeepers in Songea municipality

No	Name Of Group	Ward	Forest	Number of Hives
1	Ndilimalitembo	Ndilimalitembo	E.Matogoro	150
2	Greenbelt	Mletele	Namanyigu	60
3	Poreco	Msamala	Ruhira	120
4	Upendo	Mletetele	Makemba	80
5	Tembo	Ruvuma	W.Matogoro	20
6	Jwtz-Chabruma	Lilambo	Chabruma	60
7	Jwtz-Chandarua	Mshangano	Chandarua	110
8	Tfs-Songea	Songea	Matogoro	150
Total				850

Sources: Songea Municipal Council, Beekeeping Department, 2016

Lack of beekeeping officers (the section has no professional officer responsible for beekeeping), outbreak of bush fire (Fire has been as a major mean of harvesting honey to most of people

which is the poor and bad way thus it results to poor harvest results). There is also lack of transport facility and insufficient budget.

2.1.18 Land and Urban Planning

The Land and Urban Planning is governed by National Land Policy of 1995. Also there are other Laws and regulations laws which guide the operationalisation of the urban land management and development those are: Land Act No. 4 and 5 of 1999, Town and Country Planning Act No. 8 of 2007, Land Survey Act Cap 324 of 1997, Acquisition Act No. 47 of 1967, Urban Authority Act No. 2 of 1983. Generally, the department has the following function:

- To plan urban land use which further deals to curb miss use of the land and regulate use of land.
- Determining, regulating and disseminating information about the ownership, values and use of land. This can be viewed into three components which are: Juridical, Regulatory (Implementation of laws), Fiscal- Land taxation
- Carrying out survey processes
This duty covers land acquisitions, planning, Adjudication, demarcation, mapping and approval.
- To effect valuation processes to land and non-landed properties for different purposes. An essence for Valuation exercise can be conducted purposely for mortgages, transfer and rating purpose.
- Land administration regulates land and property

development

- The department has a role of gathering revenue from land
- The departments intervenes a misunderstanding occurring between its clients so as to resolve it and maintain peace and harmony in the community.

The Land and Urban Planning Department consist of three sections of: Urban Planning Section, Survey and Mapping Section, Valuation Section, and Land Development Section.

(i) Urban Planning

This section deals with designing of Town Planning Drawings in respect with different uses such as Residential, commercial, Service industrial areas, Industrial areas, Public buildings, Open spaces, Markets, Recreational areas and Roads. After the designing of Town Planning Drawings the Valuation Section has to assess values of land and properties which are part and parcels of it so that it can be acquired by the respective authority so that it can be free from any encumbrance. Other duties played by this section are preparations of valuation for mortgages, valuations for transfer and valuations for rating. Songea Municipal Council has a total of 55 Town plan drawings out of which 33 drawings has been approved.

(ii) Land Survey and Mapping

This section interprets the Town planning drawings on land by demarcating land and preparing and registering the Cadastral Maps (Survey Plans) ready for granting right ownerships by title

deeds to the right applicants. In the year 2015/2016 the section has managed to prepare more than 300 survey plans, 8079 surveyed plots and allocated 31,000 plots to community members.

(iii) Land Administration

This section deals with determining, recording, and disseminating information about land ownership and hence grant of/register right by title deed. The other duties are collecting revenue which is land rent and to maintain peace and harmony through handling land matters from the clients once they happen. For the year 2015/2016 about 5351 properties were valued which resulted to collection of Tsh. 135,000,000/=.

Land and Urban Planning is facing various setbacks which are:

- Construction of buildings at conservative areas by citizens

The development of buildings conducted at conserved areas especially along catchment areas and hazardous land within 60 meters from it has been discovered which leads to destruction of water sources.

- Miss use of planned land uses

The citizens owning plots erect buildings which are used contrary to the planned land use of that particular plot. For example areas planned for Industrial use are turned into use of residential buildings.

- Lengthy and complex of administrative technical

procedures

Approval of Detailed plans (TP- drawings), Cadastral Maps and Building Maps are among of the administrative technical procedures which are performed in a long way thus leads to delay of community development to the indigenous within the municipal. Also the cost in achieving these activities is too high thus leads to delay to meet peoples' demands and hence less development.

- Lack or inadequate fund to effect/implement land use plans

This has led to failure of achieving acquisition of land for compensation, in performing land use plans and survey activities at a high efficiency.

- Political intervention

Political aspects are normally intervening the professional approaches on land administering

- Absence of proper technology

The department lacks software for GIS and Satellites images which hinders the efficiency of work in land planning for development acceleration

- Lack or inadequate of tools which facilitates land activities

A department has only one car which is used interchangeably by all land sections a thing which brings

incontinences to meet the objectives of the department itself thus it results to chaos from clients in meeting their demands. For example Scanners, furniture, Computers, Cars and lack of space (Offices).

- Contradictions of laws

Tan roads and urban planning laws on roads specifications

- Lack of awareness by land owners to land laws

Most of the citizens at Songea Municipal Council are not aware to land laws especially land uses thus it leads to development of land contrary to the planned land use in the particular area. For example a land planned for small scale industrial uses is contrary used for residential purposes. Also Clients erect a building without building permit thus leads to un-orderly urban development (Informal settlements, squatters, buildings below standards).

- Low capacity of the Government to deliver surveyed plots than actual needs

The need of much production of plots is required so as to meet their demands but this is hindered by lack or inadequate of fund for compensation in order to acquire land for survey process.

- Change of Ward boundaries

The frequently change of Ward boundaries brings chaos to the surrounding citizens.

- Loan barrier to the clients from different financial Institution

Clients/citizens need loan to facilitate their economic activities for development but this becomes a hindrance to the financial institutions (Banks) such as NMB, CRDB etc to give them loans because they don't have Certificate of right of occupancies. This has been due to lack of fund to facilitate survey processes such as approval of TP-Planning Maps and Cadastral Maps.

- Contradiction/Impact of Formal tenure against customary tenure

This happens during land acquisition thus customary owners become rigidity or resistive to grant land to the government.

- Lack of awareness to land laws

The citizens at Songea Municipal Council are not aware to land laws especially land uses thus it leads to development of land contrary to the planned land in the particular area. For example a land planned for residential purposes is contrary used for small scale industrial uses. Also Clients erect a building without building permit a thing which leads to unplanned settlement/buildings at poor standard.

- Lack or inadequate fund to effect/implement land use plans.

- Length and complex of administrative technical procedures

- Rigidity of laws

Some laws cannot really be practically implemented

- Political intervention

Political aspects are normally intervening the professional approaches on land administering.

- Contradictions of laws

Tan roads and urban planning laws on roads specifications

- Absence of proper technology

The department lacks software for GIS and satellites images which hinders the efficiency of work in land planning for development acceleration.

- Lack or inadequate of tools which facilitates land activities.

A department has only one car which is used interchangeably by all land sections a thing which brings inconvenience to meet the objectives of the department itself thus it results to chaos from clients in meeting their demands. For example Scanners, furniture, Computers, Cars and lack of space (Offices).

2.1.19 Legal

The legal unit is one among six units and thirteen departments operating at Songea Municipal Council whose major functions is to provide legal interpretation and advices to the council's senior management with regard to signing of contracts, adherence to National laws, rules and regulations, and legislation and enforcement of council's by-laws and for the sake of achieving democracy, good governance and development Songea Municipal community. The core functions and roles of the unit are; provision of legal interpretation and advice to council senior management with regard to contracts, council regulatory requirements, intellectual property or other business affairs for the purpose of achieving good governance. The unit Oversees the activities of the organization's legal affairs, it administers council's cases in various courts in Tanzania, helps to settle various disputes which do not need courts settlement, it networks with outside organizations to advance legal interests and legal health of the council, leads the formulation and adherence of the council by-laws, and it provides the society with legal education. The existing facilities are the present of JUTA which is a Set of principal laws and its Regulations, and two law reports. The council has total number of twenty one wards, in all these 21 wards there are Ward Tribunals which exist and operate according to Local government Act of 1982. The majority populations of Songea Municipal community have low awareness on legal matters, human rights and good governance. Many cases are being reported with respect to violation of national laws, rules and regulations and abuse of human rights in

all twenty one wards. The dominant cases frequently reported by Songea community to villages/ wards governments and ward Tribunals are

- Sexual abuse and sexual harassment cases (reported from all wards)
- Land dispute cases (reported from all wards)
- Criminal cases (reported from all wards)
- Civil cases (reported from all wards)
- Marriage case (reported from all wards)
- Inheritance cases (reported from all wards)

The issues of major concern affecting performance of legal activities in the Council are: Shortage of funds to enable legal officers in effective administration of council's legal affairs and cases in various courts, Shortage of legal working facilities such as Reference books, and various law reports, Presence of many council's cases in various courts in Tanzania including four cases at, High Court Songea, Legal illiteracy level and low civic education among most community members, Other challenges are abuse of human rights and fundamental freedoms of the people, Violation of rule of law and Democratic principles and Presence of petty and grand corruptions at work places.

2.2 The External Environmental Scan

2.2.1 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. Songea municipal 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.

2.2.2 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, Songea Municipal Council should effectively harness its potentials and use the derived prospective in creating conducive environment for encouraging regional investments.

2.2.3 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 Songea Municipal 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

2.2. 4 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 Songea Municipal 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 Songea Municipal Council should contribute to achieve in long term are summarized below.

1. No Poverty

Goal 1: End poverty in all its forms everywhere

Targets:

- By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
- Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
- By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
- By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
- Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate

and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions

- Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

2. Zero Hunger

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

Targets:

- By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
- By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
- By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists

and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

- By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
- By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed
- Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries

- Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round
- Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility

3. Good Health and Well-being

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Targets:

- By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
- By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
- By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable

diseases

- By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
- Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.
- By 2020, halve the number of global deaths and injuries from road traffic accidents
- By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes
- Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
- By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
- Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate
- Support the research and development of vaccines and

medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all

- Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States
- Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks

4. Quality Education

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Targets:

- By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education

leading to relevant and effective learning outcomes

- By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
- By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy
- By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and

appreciation of cultural diversity and of culture's contribution to sustainable development

- Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
- By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries
- By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and Small Island developing States

5. Gender Equality

Goal 5: Achieve gender equality and empower all women and girls

Targets:

- End all forms of discrimination against all women and girls everywhere

- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
- Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- Enhance the use of enabling technology, in particular

information and communications technology, to promote the empowerment of women

- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

6. Clean Water and Sanitation

Goal 6: Ensure access to water and sanitation for all

Targets:

- By 2030, achieve universal and equitable access to safe and affordable drinking water for all
- By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
- By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

- By 2030, implement integrated water resources management at all levels, including through trans boundary cooperation as appropriate
- By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
- By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
- Support and strengthen the participation of local communities in improving water and sanitation management

7. Affordable and Clean Energy

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Targets:

- By 2030, ensure universal access to affordable, reliable and modern energy services
- By 2030, increase substantially the share of renewable energy in the global energy mix
- By 2030, double the global rate of improvement in energy efficiency

- By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
- By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support

8. Decent Work and Economic Growth

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Targets:

- Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
- Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors
- Promote development-oriented policies that support productive activities, decent job creation,

entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

- Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead
- By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- By 2020, substantially reduce the proportion of youth not in employment, education or training
- Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

- By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
- Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
- Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries
- By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization

9. Industry Innovations and Infrastructure

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

Targets:

- Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
- Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with

national circumstances, and double its share in least developed countries

- Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets
- By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
- Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending
- Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States
- Support domestic technology development, research and innovation in developing countries, including by

ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities

- Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

10. Reduced Inequalities

Goal 10: Reduce inequality within and among countries

Targets:

- By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
- By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

- Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations
- Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions
- Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
- Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements
- Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes
- By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent

11. Sustainable Cities and Communities

Goal 11: Make cities inclusive, safe, resilient and sustainable

Targets:

- By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
- By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
- By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- Strengthen efforts to protect and safeguard the world's cultural and natural heritage
- By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
- By 2030, reduce the adverse per capita environmental

impact of cities, including by paying special attention to air quality and municipal and other waste management

- By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
- Support positive economic, social and environmental links between urban, per-urban and rural areas by strengthening national and regional development planning
- By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels
- Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

12. Responsible Production and Consumption

Goal 12: Ensure sustainable consumption and production patterns

Targets:

- Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries
- By 2030, achieve the sustainable management and efficient use of natural resources
- By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- Encourage companies, especially large and transnational companies, to adopt sustainable practices

and to integrate sustainability information into their reporting cycle

- Promote public procurement practices that are sustainable, in accordance with national policies and priorities
- By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
- Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production
- Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products
- Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities

13. Climate Action

Goal 13: Take urgent action to combat climate change and its impacts

Targets:

- Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- Integrate climate change measures into national policies, strategies and planning
- Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
- Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalise the Green Climate Fund through its capitalization as soon as possible
- Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

- Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

14. Life below Water

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Targets:

- By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution
- By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans
- Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels
- By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks

in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics

- By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
- By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation
- By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism
- Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health

and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries

- Provide access for small-scale artisanal fishers to marine resources and markets
- Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want

15. Life on land

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

Targets:

- By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and dry lands, in line with obligations under international agreements
- By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation,

restore degraded forests and substantially increase afforestation and reforestation globally

- By 2030, combat desertification, restore degraded land and soil, including land affected by desertification,
- By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development
- Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species
- Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed
- Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products
- By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species
- By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes,

poverty reduction strategies and accounts

- Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems
- Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation
- Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities

16: Peace Justice and Strong Institutions

Goal 16: Promote just, peaceful and inclusive societies

Targets:

- Significantly reduce all forms of violence and related death rates everywhere
- End abuse, exploitation, trafficking and all forms of violence against and torture of children
- Promote the rule of law at the national and international levels and ensure equal access to justice for all
- By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen

assets and combat all forms of organized crime

- Substantially reduce corruption and bribery in all their forms
- Develop effective, accountable and transparent institutions at all levels
- Ensure responsive, inclusive, participatory and representative decision-making at all levels
- Broaden and strengthen the participation of developing countries in the institutions of global governance
- By 2030, provide legal identity for all, including birth registration
- Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
- Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
- Promote and enforce non-discriminatory laws and policies for sustainable development

17. Partnership for Goals

Goal 17: Revitalize the global partnership for sustainable development

Targets:

(a) Finance

- Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
- Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of ODA/GNI to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries
- Mobilize additional financial resources for developing countries from multiple sources
- Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress

- Adopt and implement investment promotion regimes for least developed countries

(b) Technology

- Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
- Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed
- Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology

(c) Capacity-Building

- Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation.

(d) Trade

- Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda
- Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
- Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access

(e) Systemic issues

Policy and Institutional coherence

- Enhance global macroeconomic stability, including through policy coordination and policy coherence
- Enhance policy coherence for sustainable development
- Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development

Multi-stakeholder partnerships

- Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

(f) Data, monitoring and accountability

- By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
- By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

2.2.5 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 blueprint 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

Africa is determined to eradicate poverty in one generation and build shared prosperity through social and economic transformation of the continent. It aspires that by 2063, Africa shall be a prosperous continent, with the means and resources to drive its own development, with sustainable and long-term stewardship of its resources and where:

- African people have a high standard of living, and quality of life, sound health and well-being;
- Well educated and skilled citizens, underpinned by science, technology and innovation for a knowledge society is the norm and no child misses school due to poverty or any form of discrimination;
- Cities and other settlements are hubs of cultural and economic activities, with modernized infrastructure, and people have access to affordable and decent housing including housing finance together with all the basic necessities of life such as, water, sanitation, energy, public transport and ICT;
- Economies are structurally transformed to create shared growth, decent jobs and economic opportunities for all;
- Modern agriculture for increased production, productivity and value addition contributes to farmer and national prosperity and Africa's collective food security; and
- Africa's unique natural endowments, its environment and

ecosystems, including its wildlife and wild lands are healthy, valued and protected, with climate resilient economies and communities.

By 2063, African countries will be amongst the best performers in global quality of life measures. This will be attained through strategies of inclusive growth, job creation, increasing agricultural production; investments in science, technology, research and innovation; gender equality, youth empowerment and the provision of basic services including health, nutrition, education, shelter, water and sanitation.

Aspiration 2: An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa's Renaissance

Since 1963, the quest for African Unity has been inspired by the spirit of Pan Africanism, focusing on liberation, and political and economic independence. It is motivated by development based on self-reliance and self-determination of African people, with democratic and people-centred governance. It is aspired that by 2063, Africa shall: Be a United Africa; Have world class, integrative infrastructure that criss-cross the continent; Have dynamic and mutually beneficial links with her Diaspora; and Be a continent of seamless borders, and management of cross-border resources through dialogue. Also Africa shall be an integrated, united, peaceful, sovereign, independent, confident and self-reliant continent.

By 2063, the necessary infrastructure will be in place to support Africa's accelerated integration and growth, technological

transformation, trade and development. This will include high-speed railway networks, roads, shipping lines, sea and air transport, as well as well-developed ICT and the digital economy. A Pan-African High Speed Train Network will connect all the major cities/capitals of the continent, with adjacent highways and pipelines for gas, oil, water, as well as ICT Broadband cables and other infrastructure. This will be a catalyst for manufacturing, skills development, technology, research and development, integration and intra-African trade, investments and tourism. The world-class infrastructure, accompanied by trade facilitation, will see intra African trade growing from less than 12% in 2013 to approaching 50% by 2045. Africa's share of global trade shall rise from 2% to 12%. This will in turn spur the growth of Pan-African companies of global reach in all sectors.

Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law

Africa shall have a universal culture of good governance, democratic values, gender equality, respect for human rights, justice and the rule of law. We aspire that by 2063, Africa will: be a continent where democratic values, culture, practices, universal principles of human rights, gender equality, justice and the rule of law are entrenched; and Have capable institutions and transformative leadership in place at all levels.

The continent's population will enjoy affordable and timely access to independent courts and judiciary that deliver justice without fear or favour. Corruption and impunity will be a thing of the past. Africa will be a continent where the institutions are at

the service of its people. Citizens will actively participate in the social, economic and political development and management. Competent, professional, rules and merit based public institutions will serve the continent and deliver effective and efficient services. Institutions at all levels of government will be developmental, democratic, and accountable. There will be transformative leadership in all fields (political, economic, religious, cultural, academic, youth and women) and at continental, regional, national and local levels.

Aspiration 4: A peaceful and secure Africa

Mechanisms for peaceful prevention and resolution of conflicts will be functional at all levels. As a first step, dialogue-centred conflict prevention and resolution will be actively promoted in such a way that by 2020 all guns will be silent. A culture of peace and tolerance shall be nurtured in Africa's children and youth through peace education. Africa will be a peaceful and secure continent, with harmony among communities starting at grassroots level. The management of our diversity will be a source of wealth, harmony and social and economic transformation rather than a source of conflict.

Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics

Pan-Africanism and the common history, destiny, identity, heritage, respect for religious diversity and consciousness of African people's and her diaspora's will be entrenched. Africa aspires that by 2063: Pan Africanism will be fully entrenched; The African Renaissance has reached its peak; and Our diversity

in culture, heritage, languages and religion shall be a cause of strength, including the tangible and intangible heritage of Africa's island states.

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

All the citizens of Africa will be actively involved in decision making in all aspects. Africa shall be an inclusive continent where no child, woman or man will be left behind or excluded, on the basis of gender, political affiliation, religion, ethnic affiliation, locality, age or other factors. All the citizens of Africa will be actively involved in decision making in all aspects of development, including social, economic, political and environmental. We aspire that by 2063, Africa: Is People-centred and caring; Puts children first; Has empowered women to play their rightful role in all spheres of life; Has full gender equality in all spheres of life; and Has engaged and empowered youth.

Aspiration 7: Africa as a strong, united and influential global player and partner

Africa shall be a strong, united, resilient, peaceful and influential global player and partner with a significant role in world affairs. We affirm the importance of African unity and solidarity in the face of continued external interference including, attempts to divide the continent and undue pressures and sanctions on some countries. We aspire that by 2063, Africa shall be: A major social, political and economic force in the world, with her rightful

share of the global commons (land, oceans and space); An active and equal participant in global affairs, multilateral institutions, and a driver for peaceful co-existence, tolerance and a sustainable and just world; and Fully capable and have the

2.2.6 The Tanzania Big Result Now (BRN) Initiatives

As part of its efforts for transition of the country from a low to a middle-income economy, starting with the 2013/2014 Financial Year, Tanzania, with support from Development Partners, adopted a Big Results Now (BRN) initiative. Big Results Now (BRN) initiative aims at adopting new methods of working under specified timeframe for delivery of the step change required. This comprehensive system of development implementation, described as a “fast-track people-centered growth ‘marathon’” focuses on six priority areas articulated in the Tanzania National Development Vision 2025: energy and natural gas, agriculture, water, education, transport and mobilization of resources.

On 22 February, 2013 , when the President Dr. Jakaya M. Kikwete formally launched a much-vaunted programme that’s ostensibly intended to vault Tanzania over from its current Least Developed Developing Country status (LDDC) to a middle-income nation-state by the year 2025. The initiative will eliminate the “culture of business as usual” and needless confidentiality amongst officials and officers serving the public that has hobbled efforts to move Tanzania forward. If the country is to achieve a middle-income economy by 2025, it is essential that development planning no longer be a secret process for executives and that the public become actively engaged to learn

about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance. "Development plans are no longer secret matters for the executives, but the public will be involved to learn about the development plans and share their views accordingly. Songea Municipal Council like other councils in Tanzania is obliged to comply with (BRN) initiatives for making sure that all formulated strategic objectives and targets are timely achieved for sustainable development of the community.

2.2.7 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. Songea Municipal 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.

2.2.8 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 municipal, Songea Municipal Council aspires to become a centre for investment and industrialization for sustainable development of the community by 2025. The Municipal Council has the role of coming up with strategic options of using the available opportunities to enhance the capacity of SMEs in the council.

2.2.9 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 Songea Municipal Council's economy. This strategic plan takes into account the existence of

huge potential and opportunities for development of the agricultural sector in the Municipality. The Municipality covers an area of 616.36 km² out of which 557.36 km² is arable land and 12.9km² and experiencing suitable climatic condition for agricultural development targets has been set to achieve policy recommendations.

2.2.10 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.

Songea Municipal has a massive suitable grazing land. Moreover, livestock keeping is the second most important economic activity in the municipality; it's a substantial activity that contributes 80% to the municipal GDP. It is concentrated in all 21 wards of the municipal whereby cattle (dairy, beef and indigenous), Goats (dairy and indigenous), Sheep, Pigs and Chicken are the major classes of livestock kept. This strategic plan has set clear strategies in contributing towards achieving the National targets.

CHAPTER THREE

POTENTIAL ANALYSIS, STAKEHOLDERS ANALYSIS, SWOC ANALYSIS AND CORE VALUES

3.1 Potential Analysis

The sustainable development of Songea municipal council shall be stimulated through strategic use of its potentials in promoting well being of its community. Potential analysis was used to refine the development latent existing in the vicinity of Songea Municipal council and subjecting them to the existing potentials and derived potentials to the development of the municipal in relation to each of the Growth and Poverty Reduction Strategy of the thematic areas.

Table 47: Potential analysis matrix

No.	Thematic Area	Existing Potentials	Derived Potentials
1	Socio – economic development	Ngaka Coal Mining	<p>Songea Municipal Council will benefit from the potentials through:</p> <p>Development of Hotels: Experts visiting mines will get accommodation from hotels that will be in Songea since Songea is near town with all facilities for experts and tourist to lodge.</p> <p>Taxes and fees: Songea MC will get tax and fees from vehicles that will pass or lodge in Songea. Taxes will be collected by TRA and parking fees will be collected by Songea</p>

No.	Thematic Area	Existing Potentials	Derived Potentials
			<p>MC.</p> <p>Industrial development: coal is good source of energy for electrification of Songea Town and rural areas. Having potential source of electricity will attract investors to invest in value added industries since Songea is great producer of agricultural products.</p> <p>Market for agricultural products: Songea MC Producers will sell fresh agricultural products like fruits to people who will be working at mines and other experts instead of buying agricultural products from South Africa.</p>
2	Improvement of transportation system	Mtwara Corridor	<p>Transport agricultural products: Songea is big producer of agricultural goods that will be transported to southern region and other countries like Mozambique and South Africa through Mtwara Port.</p> <p>Transport industrial products: through establishment of gas processing industry, Dangote cement industries and fertilizer industries which all this products will be used for development of Songea.</p> <p>Taxes and fees: Songea MC</p>

No.	Thematic Area	Existing Potentials	Derived Potentials
			will get tax and fees from vehicles that will pass or lodge in Songea. Taxes will be collected by TRA and parking fees will be collected by Songea MC.
3	Trade and tourism development	The proposed Mtwara-Songea – Mbambabay-Mchuchuma railway line	<p>Transport agricultural products: Songea is big producer of agricultural goods that will be transported to southern region and other countries like Mozambique and South Africa through Mtwara Port.</p> <p>Transport industrial products; through establishment of gas processing industry, Dangote cement industries and fertilizer industries which all this products will be used for development of Songea.</p> <p>Tourist Development: Songea have tourist attraction like Motogoro mountain as a source of River Ruvuma, Mashujaa Museum where a great grave was dug to bury majimaji heroes, Ruhila game reserve and Chandamali hill where there is reserves for ngoni traditional. So the construction of this railway will make tourist who will be visiting Selous Game Reserve to visit also Songea.</p>

No.	Thematic Area	Existing Potentials	Derived Potentials
			<p>Expansion of business activity: Songea MC will be a junction for Songea-Mbambabay and Songea-Mchuchuma railway due to these advantageous factor business activities will expand tremendously.</p>
4	Development of hotels, increased markets and revenue collection	Liganga iron ore mines	<p>Development of Hotel: Experts visiting mines will get accommodation from hotels that will be in Songea since Songea is near town with all facilities for experts and tourist to lodge.</p> <p>Taxes and fees: Songea MC will get tax and fees from vehicles that will pass or lodge in Songea. Taxes will be collected by TRA and parking fees will be collected by Songea MC.</p> <p>Market for agricultural products: Songea MC Producers will sell fresh agricultural products like fruits to people who will be working at mines and other experts instead of buying agricultural products from South Africa.</p>
5	Expansion of business and increased revenue	Tanzania-Mozambique border	<p>Transport agricultural products: Songea is big producer of agricultural goods that will be transported to</p>

No.	Thematic Area	Existing Potentials	Derived Potentials
	collection		<p>Mozambique and South Africa through Songea- Mozambique border.</p> <p>Expansion of business activity: Songea MC will be a junction for products from Mozambique and from Songea hence will be good trading center due to this advantageous factor business activities will expand tremendously.</p> <p>Taxes and fees: Songea MC will get tax and fees from vehicles that will pass or lodge in Songea. Taxes will be collected by TRA and parking fees will be collected by Songea MC.</p>
6	Industrial development and revenue collection	Agricultural products	<p>Songea MC will benefit from the agricultural products produced from other districts surrounding Songea in the following ways:</p> <p>Development of industries: due to geographical advantage of Songea being at the centre of all districts and capital of Ruvuma region will make easier transport of agricultural products like maize from Mbinga, Madaba, Namtumbo and Songea DC and Coffee from Mbinga hence establishment of value added industries in Songea MC.</p>

No.	Thematic Area	Existing Potentials	Derived Potentials
			<p>Expansion of business activity: Songea MC as industrial town will provide products to final consumers from other regions of Tanzania and foreign countries like Mozambique and SADC countries.</p> <p>Taxes and fees: Songea MC will get tax and fees from vehicles that will pass or lodge in Songea. Also Songea MC will get service levies and property tax from industries while other taxes will be collected by TRA.</p>
7.	Agriculture development	Favorable climate and fertile soil for agricultural mechanization	Production of varieties of crops; cereal, legumes, root crops, oil crops and beverages. With existence of good transport network linked with roads and railway line infrastructure shall increase marketability of agricultural produce

3.2 Stakeholders Analysis

A basic premise behind stakeholders' analysis for the Municipal Council was that different groups have different concerns, capacities and interests. Therefore this need to be explicitly understood and recognized in the process of problem identification, objective setting, target formulation and strategy selection. Stakeholders analysis in Songea Municipal 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 lose-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).

Table 48: The Stakeholders analysis matrix

SNo	Stakeholders	Characteristics and capacity	Role of Stakeholder	Expectations or interest	Potential impact for not meeting their expectation
1.	Community members	Small scale farmers Business people. Medium Low income majority	Tax payers Participating in project activities	Quality of social services in all aspect	Social disorder Not be able to pay tax (tax avoiders) Mistrust in their Govt. organisation
2.	Central government	Public entity controller of public fund high financial capacity and supervision	Budgetary allocations, policy formulation, dissemination and supervision	Proper implementation of policies and budget	Withdraw or delay of grants from the central government
3.	Ministry of Finance and economic affairs	Public entity Controller -	Policy dissemination and supervision	Effective utilization of fund	Withdraw of financial grants
4.	World bank, UNDP, WSDP, USAID, JICA, COICA,	International Organizational Provide and conditions High capacity in financial	Financial support Capacity building Advocacy meeting	Fulfill condition of Songea municipal Utilization of fund	Withdraw or delay of funds

SNo	Stakeholders	Characteristics and capacity	Role of Stakeholder	Expectations or interest	Potential impact for not meeting their expectation
5.	PO-RALG	Public entity High capacity	Formulation of policy Dissemination of Plans and Development projects	Proper management of funds. Timely provision of report	Withdraw or delay of grants from the central government
6.	Non- Govt. organization (Henry Jackson Foundation - Water Reed, PADI, ROA, Roots and Shoot, Mletele Green Belt, MVIWATA, RUNEA, GSI, LUKODIA, MARIE STOPES, In-Gender,	Non Governmental organisations Non profit oriented Mostly donor dependant	Complementing government role in service delivery Creating good environment for students Complementing government role in environmental conservation	Support and cooperation from Songea Municipal Council	Withdraw project
7.	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
8.	CBOs, (TAPORO, ROI)	Dependant, small group, Low capacity	Provide services to the community Depending on micro finance and government to increase their economy	Improve livelihood	Breaking apart
9.	TCI	Private entity Business oriented	Creating conducive environment	Partnership with government	

SNo	Stakeholders	Characteristics and capacity	Role of Stakeholder	Expectations or interest	Potential impact for not meeting their expectation
		Donors dependants	for business Advisory of Law		
10.	SIDO	Public entity High financial capacity	Enhancement of small industry	Marketing To improve small scale industries Promote small scale business	Collapse small scale industry
11.	SOUWASA	Public entity Medium capacity	Provide services (sanitation and sewerage)	Provide services	Failure to provide services
12.	TANESCO	Public entity Good in finance	Production and supply	Collecting fund from their services	Poor service
13.	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.
14.	Public Institution (Police, Prison, Judiciary, JWTZ)	Law enforcers	Maintaining peace and order Assurance of public safety Harmonizing peace Maintaining justice	Cooperation both from community and smc Harmonize live	Punishment SMC not peaceful place
15.	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
16.	Transport Company (Superfeo, Newforce, Ilyana,	Private entity Profit oriented High financial capacity	Provision of transport service Contribution of implementing	Profit maximization	Collapse Failure to contribute to Songea Municipal

SNo	Stakeholders	Characteristics and capacity	Role of Stakeholder	Expectations or interest	Potential impact for not meeting their expectation
	Kisumapai, Sadi,		different activities Tax payers		Council Failure to pay Tax
17.	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 Songea Municipal Council Failure to pay Tax
18.	Academic Institution (VETA, SAUT, OPEN University)	Public entity Private entity Academic Institution Depending on fee	Provide consultancy training	provide education	complaints from stakeholders
19.	Faith based Organization (CARITAS)	Non-profit Depending on donors	Support Govt.	Improve services Get support from SMC	Project collapse Withdraw
20.	Religious Institutions (Roman Catholic, KKKT, Anglican, Moravian, Siloam, Pentecostals, SHILOH)	Faith based institutions Financial capacity Depending on followers	To speed the word of God To maintain peace and harmony	To have people who fear of God Support from Songea Municipal Council	Destabilization and destruction of peace
21.	Social Security Fund (LAPF, NSSF, GEPI, 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
22.	Microfinance (FINCA, SACCOs,	Microfinance institution Public entity	Provide loans	Profit maximization Support from	Collapse

SNo	Stakeholders	Characteristics and capacity	Role of Stakeholder	Expectations or interest	Potential impact for not meeting their expectation
	Amacha,	Private entity Profit oriented Medium in capacity		SMC	
23.	Political parties (CCM, Chadema, CUF, TLP, ACT, UDP, DP, TADEA, NCCR-Mageuzi, UPDP, Demokrasia makini	Political oriented Dependants from Government. Fund and contribution from their members	Community sensitization on political affairs Watchdogs to the Government To implement manifesto of their parties	To rule the Government To win more members	Conflict Strikes
24.	Councilors	Political figures High influencing capacity Decision makers	Mobilize community on development issues Monitoring to the Council	To win more voters. To get high income through their ruling	Impacting Bad influence to community

3.3 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

In promoting industrialisation, economic growth and human development in Songea Municipal council, there shall be effective utilisation of its internal Strength and external Opportunities to address the existing internal Weaknesses and external Challenges that hampers the progress of the citizens in the Municipal. The internal and external psychotherapy was participatory conducted involving key stakeholders in the municipal. Through participatory process numerous strengths, weaknesses, opportunities and challenges that need to be

addressed. The following is the summary of SWOC analysis of the Municipal Council.

3.3.1 Strengths

- It has good interpersonal relationship among its staff and a good team spirit
- There is an experience of working with internal and external development partners
- There is functioning by-laws
- Experience of working with the private sector and NGOs

3.3.2 Weakness

- Inadequate service delivery in some sectors
- Inadequate working gear in some sectors
- Lack of proper use of some of the skills among the current staff
- Inadequate monitoring system in some of the program activities
- Financial constraints

3.3.3 Opportunities

- Availability of potential arable land
- The Council stands to get financial assistance and loans from both external and internal donors
- Can attract and get investors in different aspects of socio-economic programs
- Ability to participate in a variety of National and International symposiums to market the potentials of the

Municipality

- Assurance of ever increasing working age population
- The existence of proposed Mtwara – Mbambabay Development Corridor
- Availability of tourist's hotel development and tourist's attraction (Majimaji war museum at Mashujaa, Mountain . Matogoro, Mountain Unangwa and Mountain Chandamali)
- Availability of honey production and processing
- Availability of higher learning Institution
- Availability of referral hospital
- Availability of micro financial an financial Institution
- Availability of electricity
- Geographical advantage of the Council
- Availability of potential value addition
- Availability of farm inputs suppliers
- Availability of plenty water for irrigation

3.3.4 Challenges

- Some donors have difficult requirements to fulfill prior to access of funds
- Poor income base to most of the people in the Municipality
- Some of the decisions by Councilors are politically motivated
- Natural disasters due to climatic changes
- Inadequate funds to implement plans, programmes and

projects

- Inadequate school infrastructure
- Inadequate source of power for Industries
- Unwillingness of voluntary to pay tax
- Outbreak diseases and pests
- Low contribution in water project
- Poor health infrastructure
- Inadequacy of medical supply
- High shortage of science teachers
- Problem of equalling lands
- Delays of census report as baseline for planning (Lack accuracy data)
- Problem Reliable market
- Lack of sanitary land filled
- Insufficient of modern waste management equipment.
- Deforestation
- Badness of brick making
- Wetland agriculture
- Lack of modern equipments for land survey
- Inadequate of livestock market centre
- Lack of processing industries for animal feeds
- Shortage of staffs in some key sectors
- Lack of proper of some of the skill among the current staffs
- Low capacity in employment generation for the abundant labour
- Inadequate number of transport facilities

- Inadequate number of bridges and culverts
- Poor storm water drainage in most of the roads
- Opening new roads in new planned areas
- Lack of modern equipments for land survey
- Inadequate of livestock market centre
- Lack of processing industries for animal feeds
- Shortage of staffs in some key sectors
- Lack of proper of some of the skill among the current staffs
- Low capacity in employment generation for the abundant labour
- Inadequate number of transport facilities
- Inadequate number of bridges and culverts
- Poor storm water drainage in most of the roads
- Opening new roads in new planned areas
- SACCOs Member not trained.
- Most of Municipal Town roads not constructed to tarmac standard
- Poor irrigation infrastructures
- Slow adoption of farmers to new technologies.
- Insufficient bus stand and parking areas for taxes and trucks

3.4 Core Values

In fulfilling its functions and achieving the vision of Songea Municipal 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 guide an organization's internal conduct as well as its relationship with the external world. They will be the enduring beliefs of the Municipal Council and the staffs that inhabit it hold in common and endeavour to put into action. Values shall lead the Municipal 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 Songea Municipal Council strategic Plan is therefore guided by 7 major core values that constitute what the council values most. During the analysis of core values for Songea Municipal Council, the following were identified as core values which will guide the enduring during implementation of the strategic plan.

(i) Team work and participatory

Songea Municipal council should manage itself through participatory style, involving its internal and external stakeholders in decision making processes. Should 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.

(ii) Honest and Integrity

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 A esteem/dignity

Spending time and energy and to ensure that people are well served, avoid corruption practices

(iii) Accountability and Transparency

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) Commitment to local community

Songea municipal council activities should aim at bringing an impact to local community, also local community should be allowed to monitor and evaluate the impact of the Municipal at their local level.

(v) Efficiency and Effectiveness

Songea Municipal council should be output-oriented, striving to deliver high quality services to its customers and clients. The council should set and maintain high standards /optimal output in service delivery. Songea Municipal council should make things happen and it's proactive to anticipate and address future matters and issues. it should aim at choosing activities that deliver utility to its customers and clients doing the right things ant right time. Songea Municipal council consciously aim at using all of its resources in the most efficient way possible to save its

internal and external customers and clients. It should strive to deliver its services at minimum costs and in time. Songea Municipal council should constantly improve the way it works – doing things right.

(vi) Flexibility and response to positive change

Songea Municipal council should become flexible to all matters so as to increase effectiveness and efficiency in delivering services. The council should come up with interventions that strive to bring about long term impact to the entire community.

(vii) Fairness and Justice

All staff should perform their functions without favoritism all discrimination of some customers. All staff should avoid all forms of nepotism in terms of sex, religion, political ideology, race and tribalism. All staffs should not be biased in political affiliation during service delivery. All functions of the Regional Secretariat should be fair to everybody without profit conscious.

CHAPTER FOUR

THE VISION, MISSION, STRATEGIC OBJECTIVES, STRATEGIC AREA, TARGETS, STRATEGIES AND PERFORMANCE INDICATORS

4.1 Vision

The Vision of Songea Municipal Council is to be a centre of investment and industrialization for sustainable development of the community by 2025.

4.2 Mission

To provide quality socio- economic service through using its resources and creating conducive environment for investment 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, Strategic 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
- C. Improved access, quality and equitable social services delivery
- D. Increased quantity and quality of economic services and infrastructure
- G. Emergence preparedness and disaster management improved

4.4.1.1 Strategic Result Area: Agriculture Irrigation and Cooperatives Improvement

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS infections reduced from 5.2% to 3% by June 2021	Educate Staffs on HIV/AIDS infections, testing and counseling Create awareness to farmers and	Percentage of HIV/AIDS infections reduced

Strategic Objective	Target	Strategies	Performance Indicators
		cooperative societies on HIV/AIDS infections, testing and counseling Provide Special diet to HIV/AIDS victims	
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	50 Extension officers and 100 farmers groups educated on how to combat corruption by June 2021	Train staffs on anti-corruption Create awareness to farmers and cooperative societies on anti-corruption	Number of extension officers and farmers groups educated
C. Access, quality and equitable social service delivery improved	30 Cooperative societies capacitated by June 2018	Train cooperative board members on principles and cooperative act Train SACCOS and AMCOS staffs on how to keep records Conduct auditing and inspection	Number cooperative societies capacitated
	Increased number of cooperative societies from 30 to 40 by 2020	Create awareness to community Register new cooperative societies Link of cooperative societies to financial institutions Purchase motorcycle Provide working tools Provide employee incentives and benefits	Number of cooperative societies increased
D. Increased quantity and quality of	5 Agricultural marketing centers	Mobilize funds from various resources	Number of agricultural marketing

Strategic Objective	Target	Strategies	Performance Indicators
D. Increased quantity and quality of		benefits and incentives Conduct agricultural professional and stakeholders seminars and meetings	
	Households income and nutritional status improved from 40% to 75% by June 2021	Enhance integrated Sunflower and Bee keeping production Distribute Carotenoid sweet potato and Carotenoid sweet potato cuttings Purchase and distribute low cost processing machine Supply subsidies to farmers Create awareness to farmers on crops that are more marketable such sesame, sunflower, pigeon pea, groundnuts Strengthen farmers organisations on farming as business Encourage farmers to cultivate horticultural crops Establish mother orchard for fruit seedlings production	Percentage of households improved
	Cash crops production increased from 16 Ha to 48 Ha by June 2021	Distribute certified seedlings to farmers Train farmers on cash crops handling and production	Number of cash crops hectares increased

Strategic Objective	Target	Strategies	Performance Indicators
economic services and infrastructure		Mobilize farmers to create agricultural marketing cooperative societies (AMCOS) Link farmers to microfinance institutions	
	Number of Ware houses increased from 3 to 6 by June 2021	Mobilize funds from various resources Mobilize community contribution Construct ware house	Number of ware house constructed
	Agricultural data collected to 95 Mitaa by June 2021	Distribute data collection form to extension officers Collect data from Mitaa Train extension officers on data collection	Number of Mitaa agricultural data collected
G. Emergence preparedness and disaster management improved	Eruption crop pests and diseases reduced by 85% to June 2021	Create awareness to farmers on crop management Distribute crops pests and disease leaflets to farmers Purchase pesticides and insecticides	Percentage of crop pests and diseases reduced

4.4.2 Strategic Objective 2

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery

D. Increased quantity and quality of economic services and infrastructure

G. Emergence preparedness and disaster management improved

4.4.2.1 Strategic Result Area: Livestock and Fisheries Development

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced.	Reduced HIV/AIDS Prevalence rate from 4.5% to 3.5% by 2019	Provide HIV/AIDS education to livestock keepers Create awareness on the importance of using Condoms to livestock keepers	HIV/AIDS prevalence rate
B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy	10 livestock keeping groups provided education regarding the National Anti-Corruption strategy by 2018	Provide National Anti-Corruption strategy pamphlets to livestock keeping groups. Train livestock keeping groups on how to combat corruption.	Number of livestock keeping groups provided the National Anti-Corruption strategy pamphlets. Number of livestock keeping groups provided education.
D. Increased quantity and quality of economic services and infrastructure	1 office constructed by 2021 =	Mobilize funds from various sources; own sources and stakeholders Conduct environmental impact	Number of office constructed by 2020

Strategic Objective	Target	Strategies	Performance Indicators
		assessment	
	Livestock data collected to 95 Mitaa by June 2021	Train extension officers on how to collect data Distribute data collection forms to extension officers Collect data	Number of livestock data collected
	2 livestock markets constructed by 2021	Mobilize funds from various sources; own sources and stakeholders Create awareness on the importance of livestock market to stakeholders Conduct environmental impact assessment	Number of livestock market constructed.
D. Increased quantity and quality of economic services and infrastructure	2 abattoirs constructed by 2021	Mobilize funds from various sources; own sources and stakeholders Create awareness on the importance of abattoirs to stakeholders Conduct environmental impact assessment	Number of abattoirs constructed.
	2 chicken slaughter houses constructed by 2021	Mobilize funds from various sources; own sources and stakeholders Create awareness on the importance of chicken slaughter	Number of chicken slaughter houses constructed

Strategic Objective	Target	Strategies	Performance Indicators
		houses to stakeholders Conduct environmental impact assessment	
	2 milk collection centers constructed by 2021	Mobilize funds from various source; own sources and stakeholders Create awareness on the importance of milk collection centers to stakeholders Conduct environmental impact assessment	Number of milk collection centers constructed.
	Number of livestock keepers visited by extension officers increased from 600 to 3000 by 2021	Employ field livestock officers Purchase motorcycles Provide employment incentives and motivation to extension officers	Number of livestock keepers visited by extension officers
	Fish farming activities raised from 10% to 60% by 2021	Employ fisheries officers Educate stakeholders on the benefits of fish farming activities	Percentage of fish farming activities
G. Emergence preparedness and disaster management improved	3000 Livestock vaccinated by 2021	Purchase anti rabies vaccines Vaccinate cattle Vaccinate goats Vaccinate pigs Vaccinate sheep	Number of vaccinated livestock

Strategic Objective	Target	Strategies	Performance Indicators
		Vaccinate dogs	
G. Emergence preparedness and disaster management improved	150,000 chicken vaccinated by 2021	Purchase Newcastle disease vaccine Purchase flu vaccine Vaccinate broiler chicken Vaccinate layers Vaccinate indigenous chicken	Number of chicken vaccinated
	750 livestock keepers provided education on diseases outbreak by June 2017	Educate livestock keepers	Number of livestock keepers provided education.

4.4.3 Strategic Objective 3

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery
- D. Increased quantity and quality of economic services and infrastructure
- E. Good governance and administrative services enhanced

4.4.3.1 Strategic Result Area: Planning Statistics and Monitoring

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced.	2 staff affected with HIV/AIDS provided with nutrients food by 2021.	Provide food allowance	Number of staff provided with nutrients
	6 staff trained on prevention of HIV/AIDS by 2021.	Provide education on prevention and measures against HIV/AIDS	Number of staff trained on HIV/AIDS
B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy	6 staff trained on transparency and accountability by 2021.	Motivate staff Empower ethics committee	Number of staff motivated
C. Improved access, quality and equitable social services delivery	Working tools increased from 1 computer to 6, 3 tables to 6 and from 0 to 6 executive chairs by 2018.	Procure working tools	Number of working tools procured
	310 staff trained on data management by 2017	Conduct training on data collection	Number of staff trained
C. Improved access, quality and equitable social services delivery	One System of Local Government Monitoring Database (LGMD) up-dated by 2021	Modify the system Conduct training on the use of modified system	One System up-dated.
	Population	Produce	Number of

Strategic Objective	Target	Strategies	Performance Indicators
	database established in 16 Mitaa by 2018	questionnaire Collect, analyze and prepare database	Mitaa established in population database
	Per capital income increased from 738,022 to 1,500,000 by 2021	Economic group empowered in entrepreneurship	Amount of per capital income increased per household
D: Increase quantity and quality of economic services and infrastructure.	Increased source of revenue collection from Tsh. 2,899,490,976.33 to Tsh. 3,247,008,481.00/= by 2020	Identify new source of revenue collection	Number of new source of revenue collection increased
E: Enhance Good governance and administration services,	2 staff trained on public integrity code of ethics by 2018.	Budget for training Conduct training	Staff trained on public integrity code of ethics.

4.4.4 Strategic Objective 4

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery
- G. Emergency preparedness and disaster management improved
- E. Good governance and administrative services enhanced

4.4.4.1 Strategic Result Area: Primary Education Improvement

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	250 teachers in 76 primary schools trained on HIV/AIDS infection by June 2020.	Purchase training material. Conduct workshops and seminars .	Number of teachers trained.
	250 teachers in 76 primary schools provided with financial support by June 2020	Provide transport allowances.. Provide night allowance.. Provide medical expenses.. Provide special diet	Number of teachers provided with financial support.
B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy	Ant –Corruption groups in 76 primary schools established by June 2018.	Provide close supervision.. Provide Training.. Provide advisory measures..	Number of schools with Ant – Corruption groups.
	228 teachers enriched on prevention and combating petty and grand corruption by June 2020.	Conduct seminars and workshops Consults Ant-Corruption expertise advisement. Purchase training materials.	Number teachers in powered on prevention and combating petty and grand corruption.
	100 percent of required pre and standard one pupils registered by June 2020.	Conduct close supervision.. Purchase stationeries.. Sensitize community.	Percentage of

Strategic Objective	Targets	Strategies	Performance Indicators
C. Improved access, quality and equitable social services delivery		Conduct sensor for pupils to be registered. Provide allowance. Collect data.	pupils registration
	95% pupils pass rate performed in national examinations by June 2020.	Conduct close supervision Provide teaching material. Conduct remedial classes Provide motivation	National pass rate percentage.
	456 science, Mathematics and English teachers in powered by June 2019.	Conduct seminars and workshop. Purchase teaching materials Provide transport Provide allowances.	Number of teachers in powered.
	1:1 pupils book ratio insured by June 2020.	Purchase books. Supply books Provide transport. Provide allowance.	Pupils book ratio.
	Security service in 76 primary schools insured by June 2020	Provide wages Conduct job agreements. Sensitize community.	Number of schools with security service.
	Conducive working environment to 1287 primary teachers by June 2020.	Provide French benefits. Supply teaching material. Provide rewards. Combat salary and non salary claims.	Number of teachers with good working environment.
	76 schools provided with	Purchase teaching material	Number of schools with

Strategic Objective	Targets	Strategies	Performance Indicators
C. Improved access, quality and equitable social services delivery	school teaching material by June 2020.	Supply teaching material Sensitize community..	schools with school teaching material.
	95 primary teachers employed by June 2017.	Provide Allowance Provide salaries Prepare distribution Provide stationeries.	Number of teachers employed.
	Reading and write to 3460 adults improved by June 2020..	Purchase teaching material Supply teaching material Provide incentives. Sensitize community.	Numbers of adult improve reading and writing.
	Adult education programmers improved by June 2020	Conduct close supervision and monitoring Provide incentives Provide stationary.	The sustainability of adult education programmers.
	School infrastructure increased, classrooms 654 to 1075, teachers house from 145 to 500, toilets pit latrines from 770 to 2059, by June 2020	Purchase building material. Conduct close supervision and monitoring. Sensitize community involvement. Supply building equipments	Number of school infrastructures increased.
	Schools furniture's increased and maintained, desks from 14,092 to	Purchase building equipments. Conduct close supervision and	Number of school furniture's Increased.

Strategic Objective	Targets	Strategies	Performance Indicators
	15,783, tables from 1,054 to 1859, office chairs from 2,273 to 2,333 and cupboards from 322 to 1085 by June 2020..	monitoring. Sensitize community involvement. Supply building equipments.	
	1 Educations headquarter office constructed by June 2020.	Purchase building equipments Conduct close supervision and monitoring Supply building equipments	Number of education head quarter.
	47 schools provided with water supply by June 2020.	Purchase water supply equipments. Conduct close supervision and monitoring	Number of schools with water supply.
G. Emergence preparedness and disaster management improved	76 school head teachers trained on deserter management by June 2020.	Conduct training Sensitize school surrounding communities on disaster management.	Number head teachers trained on deserter management.

4.4.5 Strategic Objective 5

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery
- D. Increased quantity and quality of economic services and infrastructure

4.4.5.1 Strategic Result Area: Water Services Improvement

Strategic objective	Target	strategies	Performance Indicators
Services improved and HIV/AIDS infections reduced.	2 staff affected with HIV/AIDS provided with nutrients food by 2021	Prepare budget Provide food allowance	Number of staff provide nutrients
Enhance, sustain and effective implementing of the National Anti-corruption strategy	4 staff trained on transparent and accountability by 2021	Prepare budget Motivate staff. Conduct training on ethics of public service to staff.	Number of staff trained.
Improved access, quality and equitable social services delivery	Awareness created to 100 community water supply Organization by 2021	Prepare budget Train community water supply Organization	Number of Water community Organization trained
	5 Working technical facilities (tool box) procured by 2021	Prepare budget Procure technical facilities	Number of technical facilities procured
Increase quantity and quality economic services and infrastructure	80 Non functional Shallow wells rehabilitated by 2021	Prepare budget Procure contractors Rehabilitate non functional Shallow wells	Number of Shallow wells rehabilitated
	Water projects Increased from 9 to 30 by 2021	Prepare budget Hire consultant Construct of water projects	Number of water projects increased

4.4.6 Strategic Objective 6

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery
- G. Emergence preparedness and disaster management improved

4.4.6.1 Strategic Result Area: Secondary Education Improvement

Strategic Objective	Targets	Strategic objectives	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	180 teachers in 12 Secondary schools trained on HIV/AIDS infection by June 2020.	Conduct workshops and seminars. Purchase training materials.	Number of teachers trained.
	180 teachers in 12 Secondary schools provided with financial support by June 2020	Provide transport and night allowance. Provide medical expenses and special diet	Number of teachers provided with financial support.
B. Enhanced, sustained and effective implementing of the National	Ant –Corruption Clubs in 24 Secondary schools established by June 2017.	Sensitizing on Anti-corruption Provide Training	Number of schools with Ant –Corruption Clubs
	48 teachers	Conduct	Number of teachers

Strategic Objective	Targets	Strategic objectives	Performance Indicators
Anti-Corruption Strategy	sensitized on prevention and combating petty and grand corruption by June 2020	seminars and workshops Consult government Ant-Corruption Agency (PCCB) Purchase training materials.	empowered on prevention and combating petty and grand corruption.
C. Improved access, quality and equitable social services delivery	100% of qualified Standard seven leavers enrolled by June 2020.	Conduct monitoring supervision Sensitize community Collect data.	Percentage of students enrolled
	85% students' pass rate performed in national examinations by June 2020.	Conduct close supervision Provide teaching material. Provide motivation	Percentage of National pass rate
	100 science teachers employed by June 2019.	Urge the government employ teachers	.Number of teachers employed
	240 arts teachers empowered by June 2020	Conduct in-service training seminars Purchase training materials Provide transport. Provide allowance.	Number of teachers in powered
	Security service in 76 primary schools insured	Provide wages Conduct job agreements.	Number of schools with security service.

Strategic Objective	Targets	Strategic objectives	Performance Indicators
	by June 2020	Sensitize community.	
	Conducive working environment to 856 secondary teachers by June 2020.	Provide employment benefits Supply teaching material. Provide rewards.	Number of teachers working under friendly environment.
	24 secondary schools provided with school teaching/learning materials by June 2020.	Purchase teaching material Supply teaching material	Number of schools with schools with teaching/learning materials
	School infrastructure increased, classrooms 229 to 333 ,teachers house from 78 to 324, pit latrines from 342 to 735, laboratory rooms from 59 to 69, administration blocks from 13 to 24, by June 2020	Purchase building material Supply building materials Conduct close supervision and monitoring. Sensitize community involvement. Fund mobilization	Number of school infrastructures increased.
	2 secondary educations headquarter offices constructed by	Purchase building materials Conduct close supervision and monitoring	Number of head quarter offices constructed

Strategic Objective	Targets	Strategic objectives	Performance Indicators
	June 2020.		
G. Emergence preparedness and disaster management improved	24 school heads trained on disaster management by June 2020.	Conduct training Sensitize school communities on disaster management.	Number of headmasters/headmistresses trained on disaster management.

4.4.7 Strategic Objective 7

D. Quantity and quality of economic services and infrastructure improved

4.4.7.1 Strategic Result Area: Works Development

Strategic objective	Target	strategies	Performance Indicators
D. Quantity and quality of economic services and infrastructure improved	15 km of asphalt concrete and 30km of surface dressing roads constructed by 2021	Conduct design and prepare drawings and bill of quantity. Prepare tender document. Advertise and open Tender. Award of tender. Sign contracts. Construct asphalt concrete and surface dressing roads.	Number of km of asphalt concrete and surface dressing roads constructed
	150km of gravel road	Conduct design and prepare drawings and	Number of km of gravel road

Strategic objective	Target	strategies	Performance Indicators
	constructed by 2021.	bill of quantity. Prepare tender document. Advertise and open Tender. Award of tender Sign contracts. Upgrade earth roads to gravel road.	constructed.
	One (1) main bus terminal, four(4) internal bus stand, three(3) taxi parking and two(2) lorry parking lots are constructed by 2021	Conduct design and prepare drawings and bill of quantity. Prepare tender document. Advertise and open Tender. Award of tender Sign contracts Construct bus terminal, internal bus stands, taxi and lorries parking lots	Number of bus terminal, bus stand, taxi and lorries parking lots constructed
	1150 km of existing roads maintained routine, 450 km maintained spot and 125 km maintained periodic by 2021	Conduct road condition survey; prepare drawings and bill of quantities. Prepare tender document. Advertise and open Tender. Award of tender Sign contracts Perform routine Maintenance, spot improvement and periodic maintenance of	Number of km of road maintained

Strategic objective	Target	strategies	Performance Indicators
		existing roads.	
	Construct 100 km of earth roads to new developed areas at Mshangano , Mkuzo, Mletele,Ru huwiko,Lila mbo,Mwen gemshindo and Tanga by 2021.	Conduct design and prepare drawings and bill of quantity. Prepare tender document. Advertise and open Tender. Award of tender. Sign contracts. Construct earth roads	Number of km of earth roads constructed
D. Quantity and quality of economic services and infrastructure improved	Construct 10 bridges by 2021	Conduct design and prepare drawings and bill of quantity. Prepare tender document. Advertise and open Tender. Award of tender. Sign contracts. Construct new bridges.	Number of bridges constructed
	100 road development and maintenance projects Designed Supervised , Monitored by 2021	Conduct road condition survey. Design, prepare drawings and bill of quantities. Prepare tender document. Advertise and open Tender. Award of tender Sign contracts	Number of projects designed, supervised and monitored.

Strategic objective	Target	strategies	Performance Indicators
		Give clear instruction to contractors Organize Projects Supervise projects Perform Quality control of projects Measure quantity of work done. Prepare site report. Prepare certificate of payments. Prepare Monthly, quarterly and annual reports.	
	3 vehicle maintained and working equipment and tools are available by 2021	Access condition of vehicles Purchase of spare parts and tyres. Service vehicles Purchase of Diesel Purchase of oil and lubricants Purchase of office equipment and working tools Repair office equipments and tools.	Number of vehicle maintained and working equipment and tools purchased and maintained.
D. Quantity and quality of economic services and infrastructure improved	2 work technical staffs recruited by 2021.	Request permit to recruit Advertise vacant position Interview the applicants Recruit appropriate two (2) new technical staff	Number of staff recruited

4.4.8 Strategic Objective 8

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery
- D. Increased quantity and quality of economic services and infrastructure

4.4.8 .1 Strategic Result Area: Community Development Gender and Children Welfare Improvement

Strategic objective	Target	strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	4 staff affected with HIV/AIDS provided with nutrients food by 2021	Prepare budget Provide food allowance	Number of staff provide nutrients
Enhance, sustain and effective implementing of the National Anti-corruption strategy	2 Ant-corruption youth club trained on transparent and accountability by 2021	Prepare budget Motivate youth. Conduct training on ethics of citizen service to youth.	Number of youth club trained.
Improved access, quality and equitable social services delivery	100 community group formed and registered by 2021	Prepare budget Train community Register community groups	Number of group formed and registered
	1 Working transport facilities (vehicle) procured by 2021	Prepare budget Procure transport facilities	Number of transport facilities procured

Strategic objective	Target	strategies	Performance Indicators
	50 disadvantage groups trained on access to Social Welfare by 2021	Allocate funds. Solicit development partners. Involve other stake holders Involve respective organization Provide training	Number of Disadvantage groups trained
	14 staff recruited ensured by 2021	Prepare budget Recruit staff	Number of staff recruited
	Department Budget increased from 2 million to 10 million by 2021	Mobilize own sources of revenue Involve community development stakeholders in fund raising	Amount of budget increased
Increase quantity and quality economic services and infrastructure	Community participation in development projects increased from 45% to 70% by 2021	Allocate budget Conduct meetings with community. Involve stakeholders in community sensitization	Percentage of participation increased
	12 groups provided with Entrepreneurship skills and loan Management by 2021	Prepare budget Hire facilitator Conduct training	Number of groups trained

4.4.9 Strategic Objective 9

E. Good governance and administrative services enhanced

4.4.9.1 Strategic Result Area: Internal Audit Control and Management

Strategic Objective	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced	1 internal audit staff recruited by June, 2018	Seek permit of employment from Permanent Secretary Ministry of Public Service Management. Conduct interviews through Public Service Secretariat Recruitment Approved by Council Board of employment.	Number of staff recruited
	16 statutory meetings conducted annually by June 2021	Conduct Statutory meetings within Municipal Council.	Number of statutory meetings conducted
	1 Computer with internet lodged to EPICOR system purchased by June 2017	Acquisition of computer through procurement process	Number of computer purchased
	Proper use of public funds improved from 75% to 80% by 2017	Utilization of public funds strengthened.	Number of Unqualified audit report.
	Maintain number of audit staffs from 80% to 100%	Improve internal audit working environments	Percent of audit staffs maintained.
	4 Staff trained on good governance system	Allocate budget Conduct Training	Number of staff trained

4.4.10 Strategic Objective 10

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery
- D. Increased quantity and quality of economic services and infrastructure
- G. Emergence preparedness and disaster management improved

4.4.10 .1 Strategic Result Area: Administration and Human Resources Development

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Percentage of staff with HIV/AIDS reduced from 4.5 up to 3.5 by June 2021	Prepare budget Arrange HIV/AIDS agenda in departmental meeting on Prohibit discrimination among the staff with HIV/AIDS Positive Train staff on the proper use of Condoms Advise staff stop too much alcoholic intake Impart knowledge on HIV/AIDS to all staff	Percentage of staff with HIV/AIDS reduced
B. Enhanced,	190 staff trained on	Prepare budget	Number of

Strategic Objective	Target	Strategies	Performance Indicators
sustained and effective implementing of the National Anti-Corruption Strategy	corruption issues by 2021	Create awareness on public service ethics Increase salaries scale for the staff Provide incentives to the employees Motivate the employees when they perform Impart entrepreneurship knowledge to staff Report corruption issues to the PCCB office immediately	staff trained
C. Improved access, quality and equitable social services delivery	Percentage of Office working facilities increased from 50% to 80% by June 2021	Prepare budget	Percentage of facilities
	190 staff trained on customer cares by June 2018	Prepare budget Provide training	Accessibility of customer care
D. Increased quantity and quality for economic and infrastructure	4 offices for human resources officer contracted by June 2021	Prepare budget	Availability of office
	21 Wards executive officers and 95 Mitaa executive officers trained on good governance and	Prepare budget Provide training	Number of staff trained

Strategic Objective	Target	Strategies	Performance Indicators
	Local government Act by 2021		
	Uncertified 3 Human resources officers trained on human resources proficiency by June 2021	Prepare budget Conduct training for Proficiency Human Resources Officer (PHRO) course	Number of staff capacitated
	3 staff trained on the proposal writing by June 2021	Prepare budget Conduct training	Number of staff trained
	5 HROs trained on capacity building plan preparation, CNA, HR demands by 2021	Prepare budget Provide training	Number of staff trained
	8 Records Management staff trained on records keeping by June 2021	Prepare budget provide training	Number of staff capacitated
	12 staff trained on computer application by June 2018	Prepare budget Conduct training	Number of staff capacitated
	7 secretaries and 3 Personal secretaries staff trained by June 2018 30 Councilors trained by June 2021	Prepare budget Conduct training Prepare budget Provide training	Number of staff capacitated Number of Councilors capacitated

Strategic Objective	Target	Strategies	Performance Indicators
G. Emergence preparedness and disaster management improved	190 staff trained on disaster management measure by June 2021	Prepare budget Create awareness to staff on the proper uses of electrical and electronic office facilities	Number of staff capacitated

4.4.11 Strategic Objective 11

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery
- D. Increased quantity and quality of economic services and infrastructure
- G. Emergence preparedness and disaster management improved

4.4.11 .1 Strategic Result Area: Health Service Improvement

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS Prevalence rate reduced from 4.5% to 0% by 2021	Conduct mass HIV counseling and testing Sensitize the community on proper ways of Prevention of HIV/AIDS transmission Conduct Home Based Care Services to people living with HIV /AID Capacitate Health Providers on counseling and testing services Strengthening Counseling and testing centres (VTC)	Prevalence rate reduced
B. Enhanced,	60 Health	Provide National Anti-	Number of

Strategic Objective	Target	Strategies	Performance Indicators
sustained and effective implementing of the National Anti-Corruption Strategy	staffs provided education regarding the National Anti-Corruption strategy by 2021	Corruption strategy pamphlets to 30 Clinician and 30 Nurses Conduct regular supervision and on job training to health facilities concerning Corruption	Health Staff receive Anti-Corruption Strategy
	Environmental, hygiene and sanitation at all levels improved from 60% to 97% by 2021	Conduct regular facility and Household inspection Procurement of Cleaning supplies and Insect sides Conduct orientation seminar to 40 health workers on Infection Prevention Control (IPC)	Percentage level of Hygiene and sanitation improved
	Increased Number of skilled and mixed human resource health sector by 18% by 2021	Conduct recruitment of health staffs	Number of Health Staff Increased
	Increase supply of medicines, equipment and Medical supplies in health facilities reduced from 25% to 80% by 2021	Procure kits of medicines ,equipments ,laboratory reagents and supplies for 3 Health Centres and 28 Dispensaries Facilitate procurement and transportation of drugs, medicines and medical equipment	Percentage of Medicine, equipment and Medical supplies increased

Strategic Objective	Target	Strategies	Performance Indicators
		from central store (MSD) to council level	
B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy	Maternal mortality rate reduced from 171/100000 to 114/100000 by 2021	Conduct on job training to 26 nurses on long and short term Family Planning methods to 26 health facilities Procure 10 delivery kits for 2 health centres Procure and distribute 6 essential kits for obstetric and theatre equipments for Mjimwema health centre Strengthen referral system for maternal, newborn and under five services Sensitize and mobilize community on Blood donation	Rate of Maternal Mortality reduced
	Under five mortality rate reduced from 20/1000 to 4 /1000 by 2021	Create awareness to secondary schools and one vocational training centre students on substance abuse/alcohol abuse Enhance support the abandoned children with special diet for the purpose of care and protection Conduct visit and inspection of orphanage and day care centres for proper	

Strategic Objective	Target	Strategies	Performance Indicators
		child care and maintenance Enhance payment of membership subscription fees of 600 old persons from four wards (Ruvuma Majengo, Matogoro and seed farm)	
	60 Health Staffs oriented on managing disaster and emergency response June 2019	Enhance payment of extra duty to 25 staff during disaster and emergency outbreak	Number of Staffs oriented on Disaster na Emergency response
	Morbidity rate due to Non-Communicable Diseases reduced from 9.4% to 4% by 2021	Create community awareness on prevention of non-communicable diseases to 21 wards	Rate of morbidity due to non-communicable diseases reduced
	Morbidity rate due to Communicable Diseases reduced from 35% to 10% by 2021	Create community awareness on prevention of communicable diseases to 21 wards	Rate of morbidity due to communicable diseases reduced
D. Increased quantity and quality of economic services and infrastructure	Improved availability of Health physical Infrastructures at all Level by 45% by 2021	Enhance continuation of construction of Health Centre and Dispensaries Enhance continuation of Administration block	Number of Health Infrastructure Increased

4.4.12 Strategic Objective 12

- A. Services improved and HIV/AIDS infections reduced
- B. Enhanced, sustained and effective implementing of the National Anti-Corruption Strategy
- C. Improved access, quality and equitable social services delivery

4.4.12 .1 Strategic Result Area: Trade and Finance Development

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infected reduced.	28 Staff trained on HIV/AIDS prevention and Affected staff provided with diet allowance by June 2020.	Allocate budget Provide training Provide diet allowance	Number of staff trained
B. Enhanced, sustained and effective implementing of the National Anti-Corruption strategy.	28 staff provided with Anti-Corruption education by June 2020.	Allocate budget Provide Seminars implementation of Anti-Corruption education to staff.	Number of staff trained
C. Improved access, quality and equitable social services delivery.	2 new information systems installed to ensure conducive environment to taxes payers by 2020	Allocate budget Procure information system Install and educate users on new system and existing	Number of system installed

Strategic Objective	Target	Strategies	Performance Indicators
		system such as EPICOR and LGRS EPICOR by adding assets management program.	
C. Improved access, quality and equitable social services delivery.	5 new revenues sources established by 2020	Construct conference hall and hotel. Establish attractive recreation area. Attract investors in processing industry and tourism.	Numbers of new sources established
	Increased revenue revenues collection from 3,247,008,481 to 6,000,000,000 by 2020.	Procure POS for the Wards revenues collectors. Procure desk top computer sets for Wards revenues collectors. Provide incentives to revenues collectors of Head quarter and Ward level.	Numbers of tool and incentives procured.
	Provided training on Timely payments of business licence	Improve and simplify payment procedures Educate and	Numbers of businessman comply with regulation.

Strategic Objective	Target	Strategies	Performance Indicators
	fees and levy to 3,406 by 2020.	sensitize all council taxpayers Advertise to taxpayers before payment time	
	Increased 5 premise of 1,101 small businesses activities by 2020.	Plans premises for small business activities. Arrange businessman according to their types of business.	Numbers of premises available for businessman.
	Established 3 industrial areas by 2020	Plan industrial area for industries. Group, small industries according to their types. Formalize all informal small business activities Educate small industry owner to operate their industry activities to planned area.	Numbers of small industries in planned areas.

4.4.13 Strategic Objective 13

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

G. Emergence preparedness and disaster management improved

H. Management of natural resources and environment improved

4.4.13 .1 Strategic Result Area: Environmental and Solid Waste Management

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Reduction of HIV/AIDS prevalence from 4.5% to 2.5% by June 2021.	Create awareness to the community concerning the use of CONDOMS and insist people to stop the bad behave of polygamists. Provide HIV/AIDS education from primary and Secondary schools Provide HIV/AIDS education to all infrastructure workers.	HIV/AIDS prevalence rate.
B: Enhanced, sustained and effective implementing of the National Anti-	15 infrastructure sites supervisors provided training concerning anti-corruption strategy by June	Provide Anti-corruption strategy training to site supervises. Provide Anti-corruption strategy	Number of Site supervisors trained. Number of

Strategic Objectives	Targets	Strategies	Performance Indicators
Corruption strategy.	2021.	training for site workers.	Site workers trained
C: Improved access, quality and equitable social services delivery	Increased number of solid waste collection equipments from 5 to 15 by June 2021.	Purchase skip buckets. Purchase backhoe.	Number of solid waste collection equipments.
	Increase number of solid waste transportation facilities from 2 vehicles to 4 by June 2021	Purchase skips loader. Purchase vehicles	Number of solid waste transportation facilities
	1 Sanitary Landfill constructed by June 2021	Mobilize funds from various sources. Create awareness on the importance of Sanitary Landfill to stakeholders Conduct environmental Impact Assessment.	Number of Sanitary Landfill constructed.
G: Emergence preparedness and disaster management improved	Reduced percentage rate of deforestation from 15% to 5% by June 2021	Create awareness to the community about the importance of forest. Reforestation	Percentage rate of deforestation.
	21 disaster management committees formulated by June 2017	Provide education concerning the preparedness for disaster to 21 wards. Create awareness to 21 wards on the impacts of Disaster.	Number of disaster Management committee.

Strategic Objectives	Targets	Strategies	Performance Indicators
H: Management of Natural Resources and Environment improved	Increase number of water protected areas from 25 to 35 by June 2021	Replanting of water friendly trees. Insisting zero grazing to the community. Improve sewage system infrastructures. Prohibit the construction of house within water catchment areas.	Number of water protected areas.
	Reduced number of fire outbreak at Matogoro mountain from 7 per year to 0 by June 2021	Create awareness to the community about the importance of Matogoro mountain. Construct fire lines. Purchase modern equipment for fire fighting	Number of fire outbreak reduced.

4.4.14 Strategic Objective 14

C. Access, quality and equitable social service delivery improved

D. Increased quantity and quality of economic services and infrastructure

4.4.14 .1 Strategic Result Area: Information Communication Technology Development

Strategic Objective	Target	Strategies	Performance Indicators
Improve access, quality and equitable social services delivery	Network access increased from 2 offices to 40 offices By 2020.	Prepare budget Construct LAN around the council office Procure LAN facilities Restructure Council's LAN	Number of offices Access Network.
	Telephone Network coverage around the Council increased from 16 wards to 21 wards by 2020.	Determine the remote areas Determine the network demand Negotiate with network providers	Number of wards coverage with Network.
	21desktop computers, 47 laptop computers,16 printers and 31 scanners procured by 2020.	Prepare budget Procure ICT facilities Install and configure ICT softwares.	Number of ICT facilities procured.
	4 new systems and software from ministry adopted and installed by 2020	Allocate budget Procure system / software Install the system Train users	Number of system/software adopted

Strategic Objective	Target	Strategies	Performance Indicators
Increase quantity and quality of economic services and infrastructure.	3 ICT staffs trained on fiber optics technology and Cyberoam by 2020.	Allocate budget Conduct training	Number of staffs trained.
	40 secondary schools supported on ICT related technology by 2020.	Allocate budget Provide technical support on computer labs and other technology	Number of secondary schools supported.
	Council head quarter linked with other two quarters by 2020	Allocate budget Determine the distances between quarters Prepare and configure the infrastructure for sharing	Number of quarters connected.
	Municipal Web site Constructed.	Allocate budget Provide technical support on Website technology by updating	Municipal Website infrastructure constructed.
	1 Municipal Local server installed by 2020.	Allocate a budget for purchasing local server Solve the Network problems arising to Epicor, Lawson and LGRCIS	Municipal local server installed.

4.4.15 Strategic Objective 15

E. Enhance Good Governance and Administrative Services

4.4.15 .1 Strategic Result Area: Procurement Management Control

Strategic Objective	Target	Strategies	Performance Indicators
E. Enhance Good Governance and Administrative Services	6 tenderers responded to a tender by June 2017	Wide advertisement of tender. Simple and clear specifications prepared. Fairness treatment of all tenderers. Equal opportunity to all tenderers.	Number of tenderers responds to a tender.
	5 members of tender board and 2 staff of procurement trained on PPA 2011 and PPR 2013 by June 2017	Outsource trainers. In-house training. Attending seminars and workshops.	Number of tender board members and procurement staff trained
	2 procurement offices constructed/renovated by June 2017	Hiring construction tenderers. Purchase building materials. Hiring local building fund.	Number of offices constructed/renovated
	10 Chancellors trained on PPA 2011 and PPR 2013 by June 2017	Outsource trainers. In-house training. Attending seminars and workshops.	Number of chancellors trained

Strategic Objective	Target	Strategies	Performance Indicators
	18 user department trained on PPA 2011 and PPR 2013 by June 2017	Outsource trainers. In-house training. Attending seminars and workshops.	Number user department trained
	Increased computers from 1 to 4, office tables and chairs from 2 to 4, steel cabinets from 1 to 2 and wall wooden shelves from 1 to 2 by June 2017	procure working tools	Number of working tools purchased

4.4.16 Strategic Objective 16

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

E. Good governance and administrative services enhanced

4.4.16 .1 Strategic Result Area: Election Management

Strategic Objective	Target	Strategies	Performance Indicators
B. Effective implementation of the National Anti-corruption Strategy	21 WEO and 95 MEO trained on the effect of election corruption by	Prepare budget To conduct training Sensitization to the party leaders on corruption	Number of WEO and MEO trained

Strategic Objective	Target	Strategies	Performance Indicators
Enhanced and Sustained	2020	Advocacy to the Community about effect or Corruption	
E. Good governance and administrative services enhanced	95 Mitaa sensitized on knowledge of election regulation, rules and civics education 2020	Prepare Budget Conduct meeting at every Mtaa for the Community	Number of Mitaa sensitized
	22 party leaders educated the knowledge of election regulation and rules by June 2020	Prepare budget Conduct Seminar to the party leaders to the election regulation and rules.	Number of party leaders trained
	10 Ward Assistant return officer educated the procedure of election Supervision by June 2020	Prepare budget Conduct seminars to 10 Assistant returning officer Conduct on job training for 21 ward Assistant returning officer	Number of ward assistant returning officer
E. Good governance and administrative services enhanced	Vacancy of 5 Mtaa chairperson and 22 Mitaa committee members elected by June 2017	Prepare budget Conduct by-election to 5 Mitaa	Number of vacancy filled
	1 Staff allocated with Municipal Director for	Appoint staff	Number of staff appointed

Strategic Objective	Target	Strategies	Performance Indicators
	election unit 2017		

4.4.17 Strategic Objective 17

A. Services improved and HIV/AIDS infections reduced

D. Quantity and quality of economic services and infrastructure improved

H. Management of natural resources and environment improved

4.4.17 .1 Strategic Result Area: Beekeeping Development

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Awareness to staff trained of HIV/AIDS prevention by 2020	Allocate budget Provide of education concerning HIV/AIDS	Number of staff trained
D. Quantity and quality of economic services and infrastructure improved	Fund for beekeeping increased from 2,000,000/= to 50,000,000/= by 2021	Mobilize fund from own source, central government and other stake holders	Amount of fund for beekeeping
	Increased number of staffs from 0 to 3 staffs by 2021	Permitting professionals for beekeeping from central government Posting chances	Number of staffs

	Reduced number of forest fires from 10 to 0 by 2021	Provide of education Enforce laws Conduct several patrols	Number of forest fires
	Increased transport means from 0 to 2 cars by 2021	Mobilize funds: Central Government Own source Stake holders	Number of cars/motorbikes
H. Management of natural resources and environment improved	Purchased forest fire fighting tools from 0 to 30 by 2021	Mobilize funds from own source, central government and stakeholders	Number of tools

4.4.18 Strategic Objective 18

A. Services improved and HIV/AIDS infections reduced

D. Quantity and quality of economic services and infrastructure improved

H. Management of natural resources and environment improved

4.4.18 .1 Strategic Result Area: Land Development and Urban Planning

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections	Reduced HIV/AIDS prevalence rate from 4.5% to 3% by June 2021	Provide education concerning HIV/AIDS to land owners	HIV/AIDS percentage rates

Strategic Objective	Target	Strategies	Performance Indicators
reduced		Create awareness to stakeholders on the uses of condoms	
D. Quantity and quality of economic services and infrastructure improved	Compensation funds increased from 200,000,000/= millions to 3 billion by year 2021	Mobilise funds: Own source, central government and financial institution	Amount of compensation fund
D. Quantity and quality of economic services and infrastructure improved	Increased number of stationeries equipments from 12 to 36 by year 2021	Purchase laptops Purchase scanners Purchase printers Purchase desk top computers	Number of stationary equipment
	Increased number of survey equipments from 1 to 10 by year 2021	Purchase total stations Purchase hand GPS (Global Position System) Purchase differential GPS (Global Position System)	Number of survey equipments
	Increased number of office furniture from 63 to 112 by year 2021	Purchase tables Purchase chairs Purchase map cabinets	Number of furniture
	Increased number of cars from 1 to 3 by year 2021	Purchase car	Number of cars
	1 Office constructed by year 2021	Mobilize funds: stakeholders and own source	Number of Office constructed
	Increased number of land owners	Educate land owners	Number of land owners

Strategic Objective	Target	Strategies	Performance Indicators
	who understands land laws from 1000 to 20,000 by year 2021	Provide land laws pamphlets	who understands land laws
	Increased number of staffs from 30 to 56 by year 2021	Employ new staffs	Number of staff recruited

4.5.19 Strategic Objectives 19

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

4.5.19.1 Strategic Result Area: Legal

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	200 Council staffs capacitated with HIV/AIDS preventive measures by 2021	Allocate budget for HIV/AIDS preventive measures Capacitate staffs on HIV/AIDS preventive measures Develop programmes to fight the spread of HIV/AIDS infection at work place	Number of Municipal council staffs capacitated
B. Effective implementation	6 legal Staffs capacitated	Allocate budget for National Ant-	Number of

Strategic Objectives	Target	Strategies	Performance Indicators
of the National Anti-corruption Strategy Enhanced and Sustained	with National Ant-corruption Strategy by 2021	corruption Strategy Capacitate staffs on National Ant-corruption Strategy	staffs capacitated
E. Good governance and administrative services enhanced	2000 Songea Municipal Council Community members capacitated with legal and human rights education by 2021	Allocate budget for provision of legal and human rights education Capacitate staffs on legal and human rights Capacitate 2000 villagers in 12 wards on legal and human rights Prepare and Publicize by-laws, rules and regulations Administer 20 Council's cases in courts	Number of capacitated Songea Municipal Council community members
E. Good governance and administrative services enhanced	Laws, rules, and regulations at Municipal, Regional, and National level to Council staffs and Community enhanced by 2021	Allocate budget to Capacitate Community members and legal unit staffs Capacitate legal unit staffs attend meetings, Seminars, workshops Train Ward Executive Officers (WEOs) and 45	Number of capacitated Songea Municipal Council Staffs and Community members

Strategic Objectives	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced		Village Executive Officers (VEOs) on central government laws and regulations, and local government By-laws. Train Ward Tribunals on Ward Tribunal Act	
E. Good governance and administrative services enhanced	Legislation of Municipal council's by-laws enhanced by 2021.	Allocate budget for legislation of Council's by-laws Make follow-up at Prime Minister's Office Regional Administration and local Government (PMO-RALG) for approving legislated by-laws Enforce the implementation of existing by-laws Strengthen ward Tribunals	Number of by-laws legislated Number of by-laws legislated

CHAPTER FIVE

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 municipal council. The Municipal Executive Director (MED) who is the Chief Executive Officer of the Municipal Council shall be responsible and accountable for the implementation of the Songea Municipal Council (2016/2017 – 2020/2021) Strategic Plan. MED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. The MED with the support of the Municipal management team shall regularly report to the Municipal 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 Planed activities with a helping hand from the key stakeholders from within and outside the Municipal Council.

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 Songea Municipal 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 Municipal 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

Songea Municipal Council Community including the Municipal Management Team and the Municipal Full Council. Presentations shall be done in order that the progress reports presented are adequately informative, precise and therefore credible, Table 47 shall guide the format of the progress reports.

Table 49: Example of quarterly progress report

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

A part from reporting at the various Municipal 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 Songea Municipal Council Strategic Plan (2016/2017 - 2020/2021) shall largely aim at:

- (i) Establishing whether the Municipal 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 is . in order to remain focused in realizing the Municipal 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 elusiveness of the future planned activities for Songea Municipal Council is 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 Municipal council needs an integrated organization-wide approach to manage uncertainty. The municipal council is exposed to various risks of financial, environmental, political, ecological, technological and administrative. In managing such risks adopting an organization-wide approach to risk management shall be a continuous, proactive and systematic process to managing risks which also implies a significant change in municipal council's management culture at all levels. Communicating and mitigating risk issues at

all municipal council levels shall contribute the municipal to achieve the following:

- To increase the credibility of the organization
- Wisely allocation of resources by the management team
- To facilitate innovation field
- To foster a supportive work environment for self-reliance
- To increases efficiency

5.6 Assumptions

The successful achievement of the 2016/2017-2020/2021 strategic plan depends on the existence of the following major assumptions which need close monitoring and timely responded by Songea Municipal Council management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Municipal 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 Municipal council level