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PRESIDENT'S OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

SINGIDA DISTRICT COUNCIL



STRATEGIC PLAN 2017/18 – 2022/23

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P.O. BOX 27

SINGIDA

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LIST OF ABBREVIATIONS

ADDO	Accredited Drug Dispensing Outlet
AIDS	Acquired Immune Deficiency Syndrome
AMCOS	Agricultural and Marketing Cooperative Societies
ART	Antiretroviral Therapy
ARV's	Antiretroviral's
BEmONC	Basic Emergency Obstetric and Neonatal Care
BRN	Big Results Now
CCHP	Comprehensive Council Health Plan
CDR	Council Development Report
CEmONC	Comprehensive Emergency Obstetric and Neonatal Care
CHF	Community Health Fund
CHMT	Council Health Management Team
COWSOs	Community Owned Water Organizations
CRDB	Cooperative Rural Development Bank
CWST	Council Water and Sanitation Team
DBS	Dried Blood Sample
DC	District Council
DET	District Evaluation Team
DLDM	Duka la Dawa Muhimu
DMO	District Medical Officer
DPLO	District Planning Officer
DPs	Domestic Points
DSEAO	District Secondary Education Academic Officer
DSEO	District Secondary Education Officer
DSESLO	District Secondary Education Statistics and Logistic Officer
ECD	Early Child Development
FBO's	Faith Based Organizations
FFS	Farmer Field School
GEPF	Government Employees Pension Fund
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
HoDs	Head of Departments

ICT	Information Communication Technology
IMCI	Integrated Management of Childhood Illnesses
IMR	Infant Mortality Rate
IPPF	International Professional Practice Framework.
IRDP	Institute of Rural Development Planning
IT	Information Technology
LAN	Local Area Network
LAPF	Local Authority Pension Fund
LGMD	Local Government Monitoring Data base
LVC	Livestock veterinaries centers
MEMKWA	Mpango wa Elimu Kwa Waliokosa
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini
MMR	Maternal Mortality Ratio
MNCH	Maternal Newborn and Child Health
MUKEJA	Mpango wa Uwiano kati ya Elimu ya Watu wazima na Jamii
MVC	Most Vulnerable Children
NAFOBEDA	Natural Forest and Beekeeping Data base
NAWAPO	National Water Policy
NBC	National Bank of Commerce
NBS	National Bureau of Statistics
NEC	National Electoral Committee
NGO's/NGOs	Non - Governmental Organizations
NMB	National Microfinance Bank
NSGRP	National Strategy for Growth and Reduction of Poverty
NSSF	National Social Security Fund
NWSDS	National Water Sector Development Strategy
O&OD	Opportunity and Obstacles to Development
OC	Other Charges
OPG	Open Government Partnership
PCCB	Protection and Control Corruption Bureau
PHSDP	Primary Health Services Development Program
PLANREP	Planning and Reporting data base
PLHIV	People living with HIV/AIDS
PMTCT	Prevention of Mother To Child Transmission

PORALG	President`s Office Regional Administration and Local Government
PRO	Public Relation Officer
PSI	Population Services International
PSPF	Public Service Pension Fund
REC	Reaching Every Child
RWHT	Rain Water Harvesting Technology
SACCOS	Savings and Credit Cooperative Societies
SDG	Sustainable Development Goals
SDGs	Sustainable Development Goals
STI	Sexually Transmitted Infection
SUA	Sokoine University of Agriculture
TASAF	Tanzania Social Action Fund
Tb	Tuberculosis
TDV	Tanzania Development Vision
TFS	Tanzania Forestry Services
U5MR	Under Five Mortality Rate
UDOM	University of Dodoma
VMAC	Village Multi-sector AIDS Committee
VWCs	Village Water Committees
WAN	Wide Area Network
WARC'sWARCs	Ward Agricultural Resource Centres
WDF	Women Development Fund
WDF	Women Development Fund
WMAC	Ward Multi –sectoral AIDS Committee
WUGs	Water Users Groups
YDF	Youth Development Fund



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DISTRICT EXECUTIVE DIRECTOR



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EXECUTIVE SUMMARY

The local government system in Tanzania was established under the constitution of the United Republic of Tanzania of 1977 under section 145 and 146. The operationalization of the Local Government system is pursued through the District council's authorities. Singida District Council like any other council in Tanzania operates with statutory powers and in line with legislation and regulations enacted by the parliament under the local government act No. 7 of 1982. This Act states the basic functions of the District council as provision of social and economic services to the people within its area of jurisdiction hence promote their social welfare and economic well-being.

This strategic plan therefore provides a framework for improving performance of service delivery in the District council through the established priorities for efficient and effective allocation of resources. The strategic plan is divided into five chapters. The first chapter introduces the background information based on the general profile of the District. Second chapter provides the analysis of internal and external environment of the District council, where the internal environmental scan gives the situational analysis report in 19 service areas and identifies issues of major concern obstructing the performance of the District council in service delivery. While the external environmental scans furnish the analysis of national sectoral policies and international goals or conventions which the District council strives to achieve. Third chapter describes the vision, mission, strategic objectives, key targets, strategies and performance indicators. The vision of Singida District Council is to become a high quality and reliable socio-economic service provider for sustainable development of its community by 2025 and its Mission is to provide high quality socio-economic services through efficient utilization of resources and adherence to the principles of good governance for sustainable development of the community.

The achievement of the District's vision and mission will be guided by seven core values which form the enduring beliefs of the organization staff which includes: Transparency and accountability, result oriented, customer focused, efficiency in utilization of resources, fostering team work spirit, responsiveness and integrity and continuous learning. Chapter Four describes risk analysis and assumptions. The successful implementation of the strategic plan will be the responsibility and accountability of the District Executive Director (DED), who is the chief executive officer of the council. With respect to this strategic plan, DED will be an overseer for the strategic plan implementation process.

CHAPTER ONE

BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS

Background Information

The local government system in Tanzania was established under the constitution of the Republic of Tanzania of 1977 under section 145 and 146. The operationalisation of the local government system is pursued through the District council authorities. Singida District Council was established under section 5 was of the Local Government (District Authorities) Act No. 7 of 1982 under the Ministerial establishment order and certification of establishment issued by the clerk of the National Assembly on 31st December 1983.

Singida District Council like any other councils in Tanzania, operates with statutory powers and in line with legislation and regulations enacted by the parliament under the local government act no. 7 of 1982. The council is given wide-range of functions which include: (i) To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, (ii) To promote the social welfare and economic well-being of all persons within its area of jurisdiction; (iii) Subject to the national policy and plans for the rural and urban development and to further the social and economic development of its area of jurisdiction.

Geographical Location and Boundaries

Singida District Council is located below the equator between latitudes 3° and 7°. Longitudinally the District is situated between 33° and 35° east of Greenwich. To the north, it shares borders with Iramba District Council; on the north east borders it shares with Hanang and Singida District Districts Councils. To the south east it shares borders with Chemba District Council and to the south it shares borders with Ikungi District Council.

Climate, Soil and Topography

Climate

In regard to climate there are two key features which are temperature and rainfall. The District forms part of the semi-arid which experiences low rainfall and short rainy seasons throughout the year. The average rainfall ranges from 600mm to 700mm per annum with high geographical, seasonal and annual variation. There are two rather well defined

seasons, the short rainy season during the months of December to March or sometimes goes to April and the long dry season from April to November.

The temperatures in the District vary according to altitude but generally range from about 15°C in July to 30°C during the month of October. Moreover, temperature differences are observed between day and night and may be very high with hot afternoons going up to average of 35°C and chilly nights going down up to average 10°C.

Winds follow a monsoonal pattern being north-easterly during the months of November to March and South-easterly for the rest of the year (dry season). In May to October, the winds are usually dry and contribute to the semi-aridity of the District. The fact that maximum wind velocities coincide with the period of greatest water deficiency underlines the climatic impact of these winds on moisture losses and hence desertification.

Soil

Within the District, there are two major superficial geological deposits. These are the alluvium, comprising sandy soil and clay scattered throughout the District. The central parts of these alluvial deposits commonly have a surface layer of black soil or “Mbuga”. This clay is of high plasticity, having marked shrink/swell characteristics in response to changes in moisture content. Bordering the “Mbuga” are sandy colluvial or slope wash materials formed from the surrounding basement rocks. Concretionary banded limestone and less frequently silica are often developed below shallow “mbuga”. The second deposit is of the Cenozoic consisting of cemented sand, siltstone and sandstone occupying only a very small proportion of the region.

Topography

Singida District Council in the south-eastern boundary is a major scarp of up to 180 meters high which is the eastern part of the Great Rift Valley. A prominent feature of the land escarpment within the District council is the massive outcrops or rocky peaks (tors) of granite and metamorphic rocks. These outcrops, alternatively known as Inselbergs, are remnants of ancient land surfaces which in the adjacent areas have been eroded to form an extensive gently undulating pen plain.

Vegetation

Bush or thickets found in uplands are the types of vegetation found in the District. Bushland vegetation is the most common vegetation in Central of the Districts at Ilongero and Mgori divisions. Woodlands of mostly Acacia and Miombo cover most of the land with patches of water logged hyperemia species.



Plate 1: Livestock keeping practiced by many residents of Singida District Council

Agro – Ecological Zones (AEZ)

Climatic conditions as well as geological features have been the base of identifying different agro-ecological zones in Singida District Council. Basically the District has three distinctive agro-ecological zones. The agro-ecological zones within the District differ in their dominant vegetation as follows:-

Table 1: Dominant vegetation of different agro-ecological zone within the district, 2015

Agro-ecological Zones	Dominant vegetation
North Eastern Part of Singida DC	Flat with plains dissected by many seasonal streams.
Central Singida District	Undulating, flat and broken by occasional small hills
Eastern Singida District	Low, variable and unreliable rainfall

Source: Singida District Council Reports, 2015

Zone III

The zone is predominantly undulating, flat and broken by occasional small hills and rock outcrops and has a fair rainfall regime ranging between 600mm and 700mm annually. It covers Ilongero and Mgori areas in central Singida District. Soils are mainly deep dark-brown or deep reddish brown loamy sands with dark grey or black clays in valleys. There is considerable soil erosion. The zone is suitable for growing cotton, onions, groundnuts, millet, sorghum, yellow gram, cassava and sweet potatoes. The zone is free from tsetse flies and hence livestock keeping is practiced here. The population density is very high here although it varies from area to area.

Drainage System

In Singida District Council the Ponde and Bubu rivers flow southwards and eastwards into the Bahi swamp which extends across the floor of the Rift Valley into Dodoma Region. Other rivers feed the Njombe river which ultimately joins with the Ruaha river discharging into the Indian Ocean.

Land Area

Singida District Council covers a total area of about 6,053 square kms.

- Agricultural land covers 4,031.8 km²
- Grazing land is 1,423.2 km²
- Forests and shrubs covers 517 km²
- Water in the form of lakes, dams and rivers totals 77 km²
- The rest is either mining sites, hills or rocks covering 4 km²

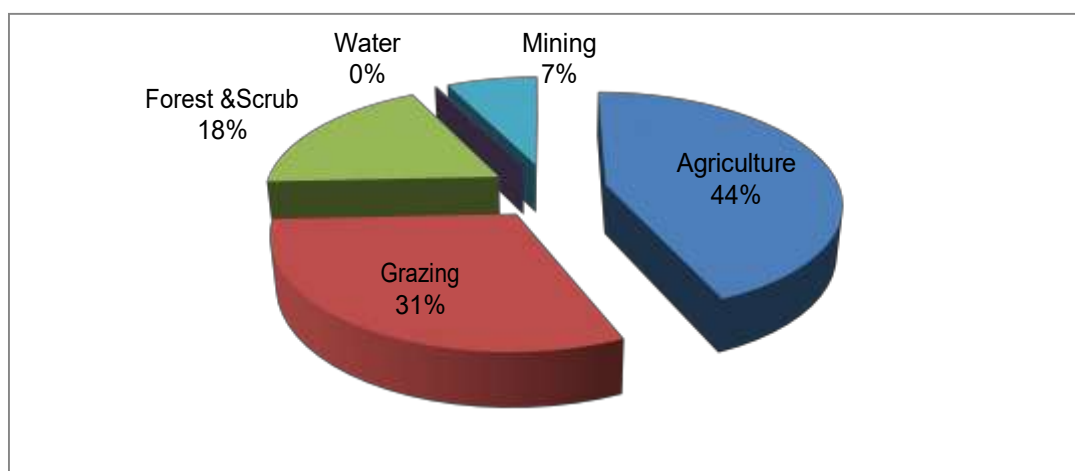


Figure 1: The distribution of the total area of Singida DC

Administrative Units

The Council has one parliamentary constituent namely; North Singida and it is divided into three divisions namely; Mgori, Ilongero and Mtinko. It is further sub divided into 21 wards, 84 villages and 433 hamlets. Table 2 shows the number of divisions, wards, villages and hamlets within a Singida District Council.

Table 2: Land area and administrative units by Singida District Council, 2015

District	Area Sq. Kms.	Divisions	Wards	Villages	Hamlets	Streets
Singida District Council	6,053	3	21	84	433	-

Source: Singida District Council Reports, 2015

Ethnic groups

The main indigenous ethnic groups found in the District council are Nyaturu, Sukuma, Taturu, Barbaig, Hadzabe and Kimbu. The ones who form significant minorities are the Barbaig, Hadzabe, and Kimbu. The Nyaturu people form the major ethnic group within the District compared from other tribes. The Hadzabe (Tindiga) people, mostly found within the District form a group of special interest, whereby their major socio-economic activities depend on hunting and collection of wild plants and honey. The Barbaig, found in the District have advanced from living on herding and collecting honey and are now growers of maize, beans and sweet potatoes.



Plate 2: Nyaturu's tradition dancing

Economic activities

The major economic activities in the district are farming and livestock keeping which take about 85%. Other activities include fishing, small businesses, Mining and processing industry which cover about 15%. Both food and cash crops are grown in the District. Food crops include maize, sorghum, millets, beans, cassava and sweet potatoes. Cash crops include sunflower, onions, groundnuts, finger millet, yellow peas, coriander, sesame, cotton and other newly introduced crops like pigeon peas and cashew nuts.

Population size and growth

Singida District Council has experienced a significant growth of population. Table 3 shows that the District council had 243,743 people projected in 2018 compared to 225,521 inhabitants counted in the 2012 Population Census

Table 3: Population size and growth by Singida District Council; 2012 censuses and NBS 2015 projections

Gender	Population	
	2012	2018
Male	111,772	128,176
Female	113,749	133,408
Total	225,521	261,584

Source: Singida District Council Reports, 2018

Strategic Planning Process

Collaborative approach was used during preparation of this strategic plan where participatory techniques were employed during the process. The process started by capacitating the technical team (heads of departments and units) on key issues regarding preparation of strategic plan. The action-oriented training aimed at building the capacity to some staff and management team to become well equipped with strategic planning process, which triggered fully participation during planning exercise to the Districts' think tanks.

This followed by collection and analysis of heterogeneous data from miscellaneous service areas. Data were collected through reviewing different documents including progress reports of specific sectors, brainstorming, self-assessments and performance review reports. The analyzed data were used to prepare a situational analysis report which was the foundation for the proceeding steps.

Through this process the Council Management Team (CMT) in collaboration with other stakeholder analyzed Strengths, Weaknesses, Opportunities and Challenges (SWOCs) of the council. Stakeholders' analysis was also conducted to identify potential stakeholders of the council, their interests, capacity and roles to the success of the District's strategic programs, either, they all fully participated to brainstorm and formulate the vision, mission and targets to be achieved in the next five years and strategies to accomplish those targets as well. This culminated in preparation of first draft of strategic plan which was presented to stakeholders for comments before preparing the final document for public use.

CHAPTER TWO

ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT

Introduction

This chapter presents the internal and external situational analysis report. The analysis of internal environment for Singida District Council, involved the comprehensive diagnosis of the District's thematic areas in terms of their roles, capacity and issues of the major concern affecting performance of the District council in service delivery. The process involved a deep look at the District itself, particularly where it came from, where it is, the direction of where it will be in the future, how it will go about and better choices that meet the aspirations of its community members.

Analysis of external environment involved an overview of international declarations, targets, national policies and strategies that are in line with District Council's Plans such that the District should adhere and work under. In assessing the current situation, a wide range of information was collected to determine the external and internal environment. The chapter winds up with the analysis report of strengths, weaknesses, opportunities and challenges based on the analysis of the internal and external environments.

Analysis of Internal Environment

2.2.1 Planning, Monitoring and Statistics Department

Planning helps an organization to achievement its goals; the process begins with reviewing the current operations of the organization and identifying what needs to be improved operationally in the upcoming year. Also planning involves envisioning the results the organization wants to achieve, and determining the steps necessary to arrive at the intended destination or success, whether that is measured in financial terms, or goals that include being the highest-rated organization in customer satisfaction.

The following are the major core functions:

- ☐ Monitoring and evaluation of the District projects
- ☐ Preparing and consolidated District report from various department e.g. Progress report, Council Development Report (CDR), Ruling part manifesto etc.
- ☐ Monitoring and control of plan implementation through review and appraisal
- ☐ Preparing annul budget
- ☐ Insurance and coordination of multi sectoral collaboration in development activities

- ☐ Collection, analysing and interpretation of data.
- ☐ Link policy and District plan (strategic plan, budget and action plan)

However in Singida District Council especially in planning sector there is a shortage of 2 staff that hinders performance of an organization as shown in the Table 4.

Table 4: Staff information

Position	Available	Needed/ required	Shortage
Head of department	1	1	-
Economist	2	3	1
Statistician	1	2	1
Personal secretary	1	1	0
Total	5	7	2

Source: Singida District Council; Planning Progress Reports, 2017

Facilities/tools

Facilities/tools is very important in the organization because it help to improve the performance based on efficient in the organization, Singida District Council has a shortage of facilities that hinders its performance of the daily routine. As shown in the Table 5.

Table 5: Facilities available

Facility	Available	Required	Shortage
Desktop	1	3	2
Laptop computers	3	1	2
Printers	1	2	1
Photocopy	1	1	0
Video camera	0	1	1
Chair	12	6	6
Table	2	3	1
Shelf	0	3	3
Car	1	1	0
Motor cycle	0	3	3

Source: Singida District Council Reports, 2017

Council Budget 2015/2016

The council total budget for the financial year 2015/2016 was 10,835,745,057.85 , up to 30 June 2016 the amount received was only 7,571,831,783.35 (69.8%) see the Table 6 below:

Table 6: The council budget 2015/2016

Na.	Aina ya Mapato	Bajeti 2016/2017	Mapato Julai 2016 – Juni 2017	%	Bajeti 2017/2018	Mapato Julai 2017 – Novemba 2017	%
1	Ownsource	1,014,101,746	1,007,345,357	99	1,392,378,000	359,172,726	26
2	GPG	160,787,000	83,130,000	52	99,359,000	39,621,000	40
3	PE	19,959,622,026	15,281,063,082	77	21,849,542,000	4,922,635,600	23
4	OC	1,219,065,500	364,435,313	30	1,633,808,000	805,872,978	49
5	Development funds	7,830,969,120	4,894,956,608	63	9,836,117,389	1,405,895,773	14
	Total	30,184,545,392	21,630,930,360	72	34,811,204,389	7,533,198,077	22

Source: Singida District Council, Progress Reports, 2017

Community participation in meeting and project contribution

Regarding the bottom up planning approach which intends to promote community participation in planning process through the existing Government system. These is not adequately attained due to community reluctance to attendance village meetings especially in discussing and approve annual plans and budgets this cause community awareness on project contribution and meeting attendance to decrease from 67% to 53% in the financial year 2016/2017 and this affect the implementation and sustainability of the projects established.

Data collection and the use of planning tools

The council has a shortage of competence staff with knowledge of using planning tools like Local Government Monitoring Data base (LGMD), Planning and Reporting Data base (PlanRep) and Natural Forest and Bee keeping Data base (Nafobeda). Also 21 WEOs and 84 VEOs are not competent in data collection, compilation, use of data and the use of village registers which cause most of the data to be unreliable further lead to poor decision making, poor data storage and poor processing system which all affect performance and council plans.

Ward development committee

In Singida District Council most of the 21 ward development committee were strengthened, on how to review village plans, priorities, supervise and reporting on what is implemented, this causes village plan, supervision of projects and reporting on the implemented in their area to be good.

Implementation of development projects

For the 2016/2017 the project has been implemented by 55% this is due to shortage of development fund this cause the implementation of varies development project to go slowly and some of them are not implemented.

Prevalence of HIV/AIDS and corruption

In the side of corruption and HIV/AIDS, there is no any issues reported in the council, although HIV/AIDS and corruption is a cross cutting issues that each cost centres should involve it, also based on the Government directive, guideline and national policy we should involve HIV/AIDS and corruption in the plan, currently the Prevalence of HIV/AIDS in the council is 1.3 %.

However, the critical issues affecting the department are:

- ☐ Unreliable budgeted funding
- ☐ National and local directives that are made outside the budget requiring immediate implementation
- ☐ Regarding the bottom up planning approach which intends to promote community participation in planning process through the existing government system. These is not adequately attained due to community reluctance to attendance village meetings especially in discussing and approve annual plans and budgets.
- ☐ Reporting formats from central government are not harmonized and multiple tasks issued to department. Example there is a progress report, Council Development Report (CDR) and Plan and Reporting (PlanRep)
- ☐ Unreliable statistical data further lead to poor decision making and lack of data storage and processing system all affect performance.
- ☐ Shortage of competence staff with a knowledge of using planning tools like Local Government Monitoring Data base (LGMD), Planning and Reporting Data base (PlanRep) and Natural Forest and Bee keeping Data base (Nafobeda).
- ☐ Late receipt of development funds
- ☐ Shortage of man power
- ☐ Lack of enough offices
- ☐ Lack of enough fund

2.2.2. Administration and Human Resource Department

Administration and human resource department is responsible for provision, support, expertise and services on human resources management and administrative matters to the District council. The department has two sections namely administration and human resource. The department has the following key/core functions:

- ☐ To facilitate all District statutory meetings and ensure wards and village councils conduct meetings as per regulations
- ☐ To prepare Personal Emoluments budget for the council.
- ☐ To ensure employee are promoted on time.
- ☐ Coordinates recruitment, selection, replacement, confirmation and supervise the implementation of scheme of services, salary structures and other incentive schemes.
- ☐ To prepare and conduct training needs assessment and training programs to employees, village council members and councilors on good governance
- ☐ To ensure all employees adhere the organization values and their professional ethics.
- ☐ To prepare and submit quality reports to respective authorities timely.
- ☐ To establish complains desk and conduct regular follow ups on complains raised in the District.
- To ensure employees' rights and duties are well maintained and dealt
- ☐ To ensure welfare of councilors and employees
- ☐ To assess employee performance by the use of OPRAS
- ☐ To provide counseling services to employees on social and official matters.

Table 7: Existing situation of staff in Singida District Council

Department/Unit	Required staff	Existing staff	Shortage
Administration and human resource	174	96	78
Planning, statistics and monitoring	4	4	0
Finance and trade	14	9	5
Health, nutrition and social welfare	494	195	299
Sanitation and environment	3	1	2
Primary education	1,590	865	725
Secondary education	487	392	95
Agriculture, irrigation and cooperative	108	26	82
Livestock and fisheries	85	13	72
Community development	30	30	0
Water	14	10	4
Works	11	6	5
Land and natural resources	19	14	5
Units			
Legal	2	2	0
Internal audit	2	2	0
Procurement management unit	4	2	2
General election	1	1	0
Beekeeping	3	1	2
Information, communication and technology and public relation	2	1	1
Total			

Source: Singida District Council Reports, 2017

Out of 21 wards 16 have Ward Executive Officers (WEOs) who are in charges of all (Governmental) employees at ward level and 5 wards have no WEOs but there are acting WEOs. Also there are 70 villages which have Village Executive Officers (VEOs) and 14 villages have no VEOs. WEOs in collaboration with VEOs they represent District Executive Director on overseeing implementation of various projects to specified field and other village staff and members of the village councils. Village Executive Officers report to Ward Executive Officers and the Ward Executive Officers report to the District Human Resource Officer, this is the chain of command that works on the department. The reports or communication from village level to ward level and to the District level are being operated through meeting minutes and/or letters.

Issues of major concern under administration and human resource department

Lack of ward and village executive officers' houses and offices

Ward and Village Executive Officers (VEOs) are required to work in their places of work where it is not a place of domicile hence they are obliged to live in a government house due to their responsibility such as revenue collection, In charge of all employees at village level, village security officer and other responsibilities. Living in private rent houses necessitate to their incompetence of official performance especially when house owners are sued by VEOs. Conducive working environment encourage employees to work comfortably with no fear, thus motivate employees to deliver quality service at right time.

Budget deficit

The operation of this department depends much on own source collection and few comes from central government. The department has many activities to perform including councilors and staff welfare, facilitation of all District statutory meetings and daily office operations. These targets are limited by budget ceiling, thus hindering achievement of some department's targets.

Shortage of staff

Number of staff must relate with the number of clients to serve with. Shortage of staff necessitate to poor service provision which lead to customer complains to the organization and government at large.

Debts

Staff debts are caused by a transfer from one work station to another, leave allowances, tuition fees and treatment, while tender debts are caused by stationery service delivery. The debts are increasing day to day because activities must continue being performed and services provided and need for changing staff work stations, sometimes this being a way to improve staff performance

Poor knowledge among village chairpersons on statutory meetings

According to the local government act No 7 and 8 of 1982, village's chairpersons are the one responsible to prepare and call for the village council and villagers meetings. However, some villages meetings are not conducted just because the chairpersons do not

care about the advantages of meetings, as a result villagers lack some important information on their socio-economic development.

Shortage of vehicles and motorcycles

The department has no enough vehicles and motorcycles (there are only 1 vehicle and 3 motorcycles) for its staff which can simplify supervision and follow ups to the remote areas especially motorcycle for village and ward executives.

Shortage of stationery facilities

The department lacks some of stationery facilities such as photocopier machines, scanners and printers which lead to some of documents to be duplicated from outside stationeries which is very dangerous for office confidentiality.

Persistence of HIV/AIDS

HIV/AIDS prevalence in Singida District Council is 1.3%. This prevalence if not well handled can cause some staff to be affected by HIV/AIDS and hence loss of human resource to the council. Employees have to be capacitated on awareness with the effects of HIV/AIDS in their work place.

Existence of corruption

Corruption is greater enemy to the welfare of the people hence should be emphasized and be aware by all staff in the council on the prevalence of corruption among the staff and its effects.

Agriculture, Irrigation and Cooperatives Department

Agriculture as a growth driver sector supports the majority of the population and has the potential of lifting the majority of Singida population out of poverty. About 85% of the residents are engaging in agriculture in the District and it is a major source of revenue to the District Council. Singida District Council has the total area of 122,991.7 hectares that is suitable for cultivation. The District council has potential area of 3,550 hector suitable for irrigation of which 75 ha are being irrigated. The major food crops in the District are maize, sorghum, pearl millets, beans, cow peas, pigeon peas, groundnuts, cassava and sweet potatoes. Cash crops include sunflower, onions, cotton, finger millet, yellow peas, coriander, and other newly introduced crops like, cashew nuts, and soya beans

The sector serves to attain the following core functions:

- ☐ Provision of agriculture extension services including technical advice regarding good agronomic practices in the District
- ☐ Planning and budgeting for agricultural sector in the District
- ☐ Coordination of all agricultural extension services and Research activities provided by different agriculture sector partners
- ☐ Preparation of various District agriculture sector reports.
- ☐ Provision of training to farmers on farming, processing and marketing of agricultural products.
- Linking farmers' groups with different services providers like agro- input companies, processors, buyers of agro-products and suppliers of farm equipment and spare parts.
- ☐ Conducting collaborative agriculture (crops) experiments, trials, and researches with researchers and farmers.
- ☐ Predicting, mitigating and controlling outbreak of crop diseases and pests.
- ☐ Promotion of agriculture mechanization and proper uses of farm equipment in the District.
- ☐ Preparation of District yearly estimation of crop production for both food and commercial crops.
- ☐ Linking, integrating and coordinating all agriculture sector stakeholder in the District.
- ☐ Organizing and coordinating participation of agriculture festivals and exhibitions e.g. Nanenane.

However, in implementing the core functions of the agriculture sector, the District faces a serious shortage of agricultural experts. This indeed stands as a bottleneck to the successful implementation of the sector's core functions. Currently, there are 9 experts at the headquarters, 10 at the ward level and 5 at the village level. However, the agricultural experts required by the District are 109 out of which 24 are available. The Table 8 shows the number of staff required in agriculture sector.

Table 8: Staff requirement in agriculture sector

Experts	Requirements	Available	Deficit
Agricultural officers	3	3	0
Assistant agricultural officers	98	13	85
Agricultural education & extension officer	2	2	0
Agricultural engineer	1	1	0
Irrigation technicians	1	0	1
Agro mechanic technicians	1	0	1
Human nutritionist	2	2	0
Food scientist & technologist	1	0	1
Cooperative officer	3	3	0
Assistant cooperative officers	21	0	21
Total	133	24	109

Source: Singida District Council; Agriculture, Irrigation and Cooperatives, 2017

Table 9: Tools required in the sector

Items	Required	Available	Shortage
Printer	3	3	0
Tables	9	6	3
GPS	2	0	2
Camera	3	0	3
Car	2	1	1
Extension kits	84	0	84
Security boots gloves and masks	84	0	84
Motorcycle	23	7	16
Laptop	4	3	1
Photocopier	1	0	1
Total	215	20	195

Source: Singida District Council; Agriculture, Irrigation and Cooperatives, 2017

District production capacity and productivity

The annual production capacity of various crops in the District vary from one crop to another where in 2015/2016 maize was (57982tons), sorghum (30360tons), millet (10284tons), beans (1573tons), cassava (4763tons), sweet potatoes (34416tons), sunflower (50913tons), groundnuts (4246tons), onions (24664tons), and cotton (118tons). However, the production went down in 2014/2015 to 125,860tons for all crops as a result of drought that struck the area. Similar to the production capacity, the annual crops productivity in the District also vary from one crop to another. In 2015/2016 the annual productivity for maize was (1.2 tons/ha), sorghum (1.2 tons/ha), millet (1.2 tons/ha), beans (1.4 ton/ha), cassava (1.5 tons/ha), sweet potatoes (1.8 tons/ha), sunflower (1.8 ton/ha), groundnuts (1.2 ton/ha), onions (6.5 tons/ha), and cotton (0.6 tons/ha). Table 10 shows the District production capacity and productivity for three consecutive years.

Table 10: District production capacity and productivity

Crop	Year								
	2014/2015			2015/2016			2016/2017		
	Hectares	Tons	Productivity	Hectares	Tons	Productivity	Hectares	Tons	Productivity
Maize	18,533	9,729	0.52	48,318	57,982	1.2	53,149.8	79,724.7	1.5
Rice	0	0	0	0	0	0	0	0	0
Sorghum	21,136	26,104	1.2	25,300	30,360	1.2	17,710	30,107	1.7
Millet	14,296	16,084	1.13	8,570	10,284	1.2	3,428	5,142	1.5
Beans	0	0	0	1,123	1,573	1.4	786.1	1,100.5	1.4
Cassava	1,666	2,084	1.3	3,142	4,713	1.5	2,930.4	5,861.4	2.0
Sweet potatoes	5,856	10,249	1.8	19,120	34,416	1.8	14,140.5	28,281	2.0
Sunflower	21,580	30,859	1.4	28,285	50,913	1.8	18,385.25	23,900.83	1.3
Groundnuts	2,169	3,253	1.5	3,538	4,246	1.2	3,205	4,807.5	1.5
Onions	2,998	19,489	6.5	3,795	24,664	6.5	2,887	14,865.5	6.5
Cotton	2,047	9	0.004	192	118	0.6	226.8	272.16	1.2
Total	90,281	125,860		141,383	219,269		116,848.85	194,062.59	

Source: Singida District Council; Agriculture, Irrigation and Cooperatives, 2017

Moreover, Singida District Council is food secured as its food production capacity is above 75,000 tons. According to District food security benchmark, the District is declared food secured if its food production capacity ranges between 70,000-75,000 tons and above and food insecure if its food production capacity is below 70,000-75,000 tons. For the case of crops pests and diseases, stalk borers, army worms, qualeaqualea, scania, thrips, and aphids are the prevailing crop pests in the District while the major crop diseases are blights and powdery and downy mildews. However, its severity and prevalence is only 10% that is a controllable threshold according to standards of agricultural expertise.

Agricultural inputs

The agricultural inputs such as fertilizers, improved seeds, pesticides and insecticides are privately accessed by farmers from outside the District. However, the District is continuously linking farmers with agricultural service providers such as agro-input companies for easy accessibility of such inputs. Formerly, the government through its programme of national agricultural inputs voucher scheme was providing farmers in 4 Wards with agricultural inputs packages to grow maize.

On the other hand, the agro-mechanization in the District is well practiced. This is due to the fact that 100% of the agricultural activities (tilling) are mechanized. About 85% of the farmers use ox-ploughs and 15% use tractors. With respect to the agro-processing facilities, the District has 36 sunflower processing units and 171 posho mills that meet the demand of our people. However, 1 factory for horticultural crops processing is under construction and once the construction is complete the factory will be producing jams, tomato sauce, tomato paste and other related products and this will increase the market accessibility of the farmers' horticultural produce.

Nonetheless, with respect to the national directives, all Local Government Authorities (LGAs) including Singida District Council are obliged to address the cross-cutting issues (HIV/AIDS and corruption) in their respective service areas. In that case, despite the fact that at the time being there are no any reported cases on HIV/AIDS and corruption in agriculture sector, measures and precautions need to be taken so that the situation remains to be the same for the better performance of the District in service delivery.

Issues of the major concern in agriculture:

- ☐ Shortage of extension experts
- ☐ Low productivity
- ☐ Misleading beliefs, norms and values specifically superstition.
- ☐ Too much dependence on rain-fed agriculture that puts the District at the risk of being food insecure at the time of scarcity of rain and drought.
- ☐ Inadequate fund allocation
- ☐ Shortage of reliable markets for the agricultural produce
- ☐ Resistance in adopting new farming techniques

Irrigation sector

The land suitable for irrigation in Singida District Council is 3,550 hectares. Currently, however, 75 Ha of these hectares are used for irrigation.

Issues of the major concern in irrigation:

- ☐ Unreliable rainfall and below average rainfalls
- ☐ Improve production and productivity
- ☐ Improve food security and HH income

Cooperatives

Cooperatives have been an important part of the development of Tanzania for 75 years. Following the Arusha Declaration, cooperatives became the main tool for building a spirit of self-reliance during the Ujamaa period. However, following the introduction of free markets, cooperatives have struggled to compete with the private sector and it has been used to improve peoples' economic prospects. Cooperatives have a big role to play in the financial sector especially for credit access and other banking services for small and medium entrepreneurship. In Singida District Council, there are 35 cooperatives and about 28.5% of them constitute Savings and Credit Cooperative Societies (SACCOS). Table 11 shows number of cooperative groups in the District.

Table 11: Number of cooperative societies

Type of society	Number of Societies	Men	Women	Total member	Shares	Savings	Amana
Saving and credit SACCOS	17	1879	1203	3,082	50,296,562	129,428,986	227,000
Agric/crops-AMCOS	19	997	605	1602	4,558,000		
Irrigation (UWA)	0	0	0	0	0	0	0
Minerals (Copper)	0	0	0	0	0	0	0
Vicoba							
Total							

Source: Singida District Council; Agriculture, Irrigation and Cooperatives, 2017

Issues of major concern in cooperatives

- ☐ Poor leadership among cooperative groups
- ☐ Inadequate funds for loans provision among cooperative groups
- ☐ Lack of loan accessibility from financial institutions for Agricultural and Marketing Cooperative Society (AMCOS) members.

Challenges

Major problems facing agriculture Sector in the District are:

- ☐ **Shortage of extension staff:** Agriculture department, Irrigation and Cooperative is having 25 staff expected to serve 84 villages in 21 wards
- ☐ **Low production and productivity in Agriculture due to;**
 - (i) Unreliable and poor distribution of rainfall,
 - (ii) diseases and pests, poor soil fertility,
 - (iii) Improper use of agriculture inputs and poor infrastructure.

- (iv) Others are, inadequate knowledge and skills especially in environmental conservation,
- (v) Lack of processing technology,
- (vi) Inadequate working facilities,
- (vii) Unreliable markets for agricultural produce and products,
- (viii) Low working capital,
- (ix) Low cooperative skills
- (x) HIV/AIDS prevalence.
- ☐ **Funds disbursement:** Funds budgeted for development projects not released to carry the expected activities.
- ☐ **Lack of extension kits.**

Livestock and Fisheries Sectors

The contribution of the livestock and fisheries industries to the economy is not limited to its share in the total GDP but also plays other roles such as supply of food products of animal origin, thus contribute to food security, convert forages and crop residues into edible products, source of income and employment, contribute in crop farming as a source of manure and draught power and fulfills cultural roles in livestock and fisheries farming communities. These sectors are working basing on National livestock policy of 2006 and National fisheries policy of 2003, these policies explains the intentions of the government and other stakeholders to meet the challenges in the livestock and fisheries industries.

These policies identify challenges that livestock and fisheries stakeholders face such as the following:-

- ☐ Land, water and pastures
- ☐ Types of livestock and production systems
- ☐ Livestock diseases
- ☐ Products processing and marketing
- Livestock and fisheries farmers' knowledge and skills
- ☐ Investment and credit

The core function of Livestock and Fisheries sectors are:

- ☐ To ensure preparation of the livestock and fisheries plans that are responsive to client needs
- ☐ To facilitate research extension liaison/linkage and to promote a proactive and consistent working relationship that involves livestock/fishery farmers, farmer groups, stakeholder forum and developing livestock/fishery service provider.
- ☐ To ensure dissemination of new livestock/fisheries technologies from research firms to the livestock/fishery farming community and other commerce farmers.
- ☐ To coordinate, conduct and advise on the implementation of all livestock and fisheries activities and projects undertaken in the District.
- ☐ To coordinate, monitor and report the threat or occurrences of migratory pests, livestock/fisheries noticeable diseases to the responsible zonal, regional and national offices.
- ☐ To translate national livestock/fishery policies and other policies, strategies, guideline and legislation in line with District livestock and fisheries situation.
- ☐ To promote the private sector to invest in commercial meat and leather, dairy farming and processing, small stock farming and processing, fish farming and processing in line with livestock and fishery value chain development.
- ☐ To improve and introduce genetically breeds of animal kept in collaboration with all other institutions.
- ☐ To register, inspect and supervise all private veterinary service practices, veterinary facilities, animal feed manufacturing in the District council.
- ☐ To conduct routine inspection and patrol to prevent illegal fishing in the District.

Staff information

The District council lacks enough workers personnel to meet the demand of the District according to the national policy of livestock and extension guideline 2011. The numbers of staff available are 15, which are 6 Livestock Field Officer, 3 Livestock Officer, 5 Assistance Livestock Field Officer and 1 Fisheries Officer. Therefore there is shortage of 78 extension staff in the department which should be allocated at ward and village level.

Table 12: Staff information

Area	Available	Needed/required	Shortage
Livestock Officer	3	5	2
Veterinary Officer	0	1	1
Fisheries Officer	1	2	1
Livestock Field Officer	9	21	12
Assistance Livestock Field Officer	2	64	62
Total	15	93	78

Source: Singida District Council Livestock Department, 2017.

Grazing area

Grazing land is defined as that land that is available for the grazing needs of livestock. It excludes all tsetse fly area, all wildlife and forest reserves also tree plantations, but it includes game controlled areas. In many cases it overlaps arable land and areas for „other use“. Grazing land is estimated to be 88,994.4 hectares, equivalent 23.5 percent of the District council's total land area of 378,700 hectares. Land suitable for grazing is 99.9 leaving 0.1 percent which is infected by tsetse flies. The District had an estimate of 178,214 cattle based on 2017 livestock census while conducting branding. Wanyaturu and Barabaigs are the main ethnic group that concentrates on animal husbandry. Despite being used for nutrition purposes the bulls and donkeys are also used for farming and transportation.

Table 13: Livestock population

Type of livestock	Number
Cattle	178,214
Goats	73,359
Sheep	41,186
Donkey	7,765
Pig	373
Dogs	14,659
Cats	4,305
Poultry	371,878
Ducks	4,371
Guinea fawls	4,372
Pigeon	3,319
Total Livestock in the District	703,801

Source: Singida District Council Livestock Department, 2017.

Livestock infrastructure facilities

There are few livestock infrastructures around the District, even though; most of these livestock infrastructure are not well improved to facilitate livestock activities. Livestock quality improvement is limited by access to facilities capable of controlling or preventing animal diseases. Diseases affect animal health and reduce both meat and milk production in quality and quantity and in some cases brings death to the animal affected. The Table 14 below indicates that out of 25 dips available in the District council, only 7 dips (18%) were working and 18 dips (72 %) were not working. Also the table reveals that the District Council has 3 working veterinary centres, 4 crushes (66.7%) are working and 2 (33.7 %) are not working, 3 hides/skin sheds as well as 24 slaughter slabs.

Table 14: Livestock infrastructures

Ward	Dips		Veterinary Centres		Crushes		Hides/skin sheds	Slaughter slabs
	W	NW	W	NW	W	NW		
Msisi	0	1	0	0	1	0	0	0
Mtinko	0	3	1	0	0	0	1	3
Makuro	1	0	0	0	0	0	0	0
Mudida	0	1	0	0	0	0	0	2
Ughandi	0	1	0	0	0	0	0	0
Kijota	1	0	0	0	0	0	0	3
Mwasauya	0	2	0	0	0	0	0	1
Ikhanoda	1	2	0	0	0	0	0	0
Ilongero	0	1	1	0	0	0	1	1
Merya	0	1	0	0	0	0	0	0
Kinyagigi	0	1	0	0	0	0	0	0
Kinyeto	0	1	0	0	0	0	0	6
Ntonge	1	1	0	0	1	0	0	0
Msange	1	1	0	0	1	0	0	6
Itaja	0	0	0	0	0	0	0	1
Mughamo	0	0	0	0	0	0	0	0
Mgori	1	0	0	0	0	0	0	1
Ngimu	1	1	1	0	0	0	1	0
Mughunga	0	1	0	0	1	0	0	
Total	7	18	3	0	4	0	3	24

W: Working

NW: Not working

Source: Singida District Council Livestock Department, 2017

Livestock products and marketing

There is little value addition in the livestock value chains characterized by lack of grading of livestock and livestock products, lack of fattening of animals to improve quality prior to marketing, inadequate infrastructure for processing and poor handling, presentation and packaging of most livestock products.

Marketing livestock and their products

In the Table 15 below highlights the number and value of livestock marketed in Singida District Council in 2016/2017. A total of 36,836 livestock valued at Tshs. 2,710,860,000 were marketed. Cattle at 68.74 percent were the main contributor to the livestock keeper's total revenue obtained from marketing of livestock. Goats were the second by contributing 16.36 percent, Sheep (7.49 percent) the third, Poultry (7.29 percent) the fourth while Pigs with 0.12 percent contributed the least to the District council's total revenue obtained from marketing of livestock. However, the average price per livestock indicates that cattle had the highest value (Tshs.480,000), followed by pigs (Tshs. 80,000), goats (Tshs. 55,000), sheep (40,000) and poultry (10,000) respectively.

Table 15: Marketed livestock by type (Official Markets) and revenue earned

Livestock	Number of Livestock	Percent Number	Total Revenue (Tshs.)	Percent Revenue	Average Price
Cattle	3,882	10.54	1,863,360,000	68.74	480,000
Goats	8,064	21.89	443,520,000	16.36	55,000
Sheep	5,076	13.78	203,040,000	7.49	40,000
Pigs	40	0.11	3,200,000	0.12	80,000
Poultry	19,774	53.68	197,740,000	7.29	10,000
Total	36,836	100.00	2,710,860,000	100	

Source: Singida District Council Livestock Department, 2017



Plate 3: Indigenous cattle around Masoghweda Dam in Makuro ward

Hides and skins

Marketing hides and skin of livestock have been facing number of problems in Singida District council as well as the regional at large. Among others, participation of private sector due to free market, shortage of official markets, lack of public hides and skin sheds, shortage of veterinary officers and falling of prices of livestock products has an adverse impact on the flow of reliable data from the grassroots to the District levels. Nevertheless, the indicative data shown in below highlights the number of livestock hides and skins marketed in Singida District Council between 2015 and 2016.

Table 16: The number of livestock hides and skins marketed by type 2014 and 2016

Item	2015			2016		
	Number	Revenue (TShs.)	Average Price per unit	Number	Revenue (TShs.)	Average Price
Cattle Hides	6,691	33,455,000	5,000	4,860	4,860,000	1,000
Goat Skins	10,168	20,336,000	2,000	9,860	2,958,000	300
Sheep Skins	6,584	13,168,000	2,000	4,534	906,800	200
Total	23,443	66,959,000	3,000	19,254	8,724,800	500

Source: Singida District Council Livestock Department, 2016

(vii) Milk production

The Table 17 shows milk production in Singida District Council decreased from 93,052 litres in 2015 to 75,572 litres in 2016. In spite of decrease in production, revenue collected increased from 93,052,000 million in 20165 to 98,243,6000 million in 2016 respectively following slight increase in price per litres. The increase in dairy cattle

keeping in the District to a large extent has influenced the availability of milk from cattle as well as revenue earned from marketed milk. Indigenous cattle had the largest share of milk production and marketed as indicated in the table. Out of 168 litres marketed in the District council, 78 percent and 71 percent in 2014 and 2015 respectively were produced by indigenous cattle. Dairy cattle were the second producer of milk by attributing 22 percent and 29 percent to the total litres marketed in 2014 and 2015. No significant production of milk from dairy goats in Singida District Council.

Table 17: Number of litres of milk marketed by type in Singida District Council, 2015 and 2016

Livestock	2015			2016		
	Number of Litres	Revenue (TShs.)	Percent of litres Marketed	Number	Revenue (TShs.)	Percent of litres Marketed
Indigenous Cattle	72,991	72,991,000	78	53,282	69,266,600	71
Dairy Cattle	20,061	20,061,000	22	22,290	28,977,000	29
Total	93,052	93,052,000	100	75,572	98,243,6000	100

Source: Singida District Council Livestock Department, 2017

Animal diseases

Livestock diseases are among the most serious constraints limiting development of the livestock industry. The high prevalence of livestock diseases in the country such as transboundary, vector borne, zoonoses and emerging diseases present a big challenge to the development of the livestock industry. Mostly common diseases in the District are tick borne disease in cattle; the disease includes East Coast Fever, Anaplasmosis, Babesiosis, heart water. Protozoan diseases include Trypanasomosis, Coccidiosis, and Worm Infestation. Bacterial diseases include Diarrhoea, Black Quarter, Anthrax, TB, Brucellosis and Salmonellosis. Viral diseases like Foot and Mouth Disease" Rift Valley fever, Rabies and PPR.

Poultry keeping is another main economic activity done by the residents of Singida District Council. Unfortunately, among many factors which affect poultry industry in the District council, diseases associated to poultry happened to be the leading factors. The Table 18 below shows that in three years period from 2014 to 2015 and 2016 a total of 12,303 morbidity and 8,357 mortality cases concerning poultry were reported in the District council. Though New castle disease observed to have the largest number (11,116

cases equals to 90.35% of all reported morbidity cases) and the one killer disease for poultry. However, Cocidiosis with 191 mortality cases (2.28%) ranked second as a killer disease, Fowl pox the third (85 mortality cases, 1.02%) and Fowl cholera the fourth (39 mortality cases, 0.47%).

Table 18: Four major poultry diseases which caused morbidity and mortality 2014, 2015 and 2016

District/ Disease	Morbidity Cases reported					Mortality Cases reported				
	2014	2015	2016	Total	Percentage of Morbidity	2014	2015	2016	Total	Percentage of Mortality
Singida DC										
New castle	3,007	4,288	3,821	11,116	90.35	2,126	3,616	2,302	8,044	96.23
Fowl pox	87	59	73	216	1.76	22	34	29	85	1.02
Cocidiosis	156	411	204	771	6.27	67	81	43	191	2.28
Fowl cholera	97	55	48	200	1.63	19	12	8	39	0.47
Sub-Total	3,347	4,813	4,146	12,303	100.00	2,234	3,743	2,382	8,357	100.00

Source: Singida District Council Livestock Department, 2016

Cross cutting issues

HIV and AIDS are considered to be a big threat in many livestock keeping communities due to some traditions and cultural factors that contribute to spread of HIV and AIDS. Livestock and livestock products traders and transporters are potentially at high risk of acquiring HIV and AIDS if they are not adequately sensitized due to the nature of their activities, which necessitate movements over long distances away from home. Efforts to combat HIV and AIDS in the livestock sector are constrained by the social economic and cultural factors, low awareness amongst livestock keepers, livestock traders and other stakeholders, inadequate health infrastructure and facilities and inadequate expertise. These cross-cutting issues impact on the livestock sector and need to be addressed in a holistic manner.

2.2.4.1 Fisheries sector

Fishery

Due to limited number of water bodies like rivers, lakes and dams associated with unreliable rainfall in the District council; fishing activities are mainly undertaken as small scale activities thus making insignificant contribution to the District council's economy. The main location of fishing activities is Masoghweda dam in Ikhanoda Makuro wards.

Table 19: Fishery resource facilities and production, 2016/16

No. of Fishing licenses	No. of Fishermen	No. of Registered Fishing Vessels	Fish Production	
			Weight (Tons)	Value (TSHS)
50	50	20	80	196,000,000

Source: Singida District Council Livestock Department, 2016

Table 20: Revenue (Tshs) collection from fishermen in Singida District Council, 2010/11 – 2015/016

2010/11	2011/12	2012/13	2013/14	2014/15	201/16	Total
2,500,000	2,700,000	4,700,000	2,000,000	1,900,000	4,300,000	18,100,000

Source: Singida District Council Livestock Department, 2016

Issues of major concern on livestock and fisheries sectors

- ☐ Livestock Infrastructure facilities are not enough to satisfy the requirement especially water dam infrastructure in range lands grazing areas, dip tank, slaughter slabs/houses, extension staff houses.
- ☐ Land and village land use plan, the main cause of the problem of land tenure system is lack of proper arrangement to allocate land and give ownership of grazing areas according to legal procedures and traditional village land use. Other causes are frequent changes of livestock grazing areas are due to drought.
- ☐ Fisherman are scattered so it not easy to trace, there is a need of in landing stations.
- ☐ Scarcity water sources for livestock, water for livestock in pastoral and agro pastoral areas are main constraints in dry lands and uneven distribution of water points in grazing lands.
- ☐ Pasture improvement, unavailability of pasture seeds and grazing land areas allocated in unfertile soil, rocks and mountains causes difficultness to develop and improve the pasture range land area.
- ☐ Types of livestock and production systems, low genetic potential of the indigenous breeds of animals kept are coupled with limited supply of improved animal breeds have led to poor production and productivity. This has also been exacerbated by the existing 95% of traditional agro pastoral and pastoral production systems practiced by the livestock farmers.
- ☐ Livestock diseases are among constraints limiting the development of the livestock sector in the council. There is a high prevalence of livestock diseases such as tick bone diseases, protozoan diseases, worm infestation, viral diseases and emerging

diseases that present a big challenge to the development of the livestock sector in the council.

- Livestock products processing and marketing, there is poor infrastructure for processing and marketing of livestock and livestock products.
- Livestock and fish farmers' knowledge and skills, inadequate livestock and fish farmers' knowledge and skills is one of the limiting factors to the development of these sectors. Knowledge and skills is important for quick adoption of appropriate technology, which has been developed and disseminated to livestock and fish farmers.
- Shortage of office working facilities such as transport means (motorcycles), rain coats, veterinary kits and gun boots
- Cross-cutting issues, the stakeholder and extension officer they are subjected to infection of HIV/AIDS, and corruption prevention. The department need to take measures on how to mitigate so as prevent from disease and corruption. So far there are no reported cases on corruption and staff affected with HIV/AIDS, so the department need to continue to take measures to mitigate so as prevent from disease and corruption.

Investment opportunities in livestock sub sector

Singida District Council has inadequate livestock infrastructures such as dips, health centres, water points, slaughter slabs, etc. Therefore construction of livestock infrastructures might be a priority area of investing in livestock sub sector. Another area which highly needs investors is dairy farming and livestock processing industries such as milk processing, leather tanning and meat canning. Specifically, the District council needs to look at the following possibilities:

- **Tanneries:** For adding value to the hides and skins by fully processing them or semi processed (wet blue) before export,
- **Chicken – Meat processing industry**
In Tanzania, Singida is very prominent in the production of local chicken. Chicken meat of Singida is unique and has a palatable taste which attracts the market within and outside the region. Due to reliable source of chicken; the District is a good strategic area for investing in chicken-meat processing industry.

- **Animal feeds**
Supplement feeds can be manufactured and sold to farmers. Fodder can also be grown and sold a hay or seeds that can used to improve range land in the District,
- **Animal services and pharmaceuticals**
Animal pharmaceutical shops and veterinary centres where qualified veterinary and livestock officers can offer consultancy services especially in remote areas,
- **Livestock auction marts**
There is a need for improvement of available and construction of new livestock market infrastructures

Primary Education Sector

Primary Education Sector is the key sector in implementation and supervision of all Education matters under Primary level in Singida District. It provides education services in levels of Pre-primary, Primary Education, Special Need Education and Adult Education. In the management and implementation of the Basic Education there are six (6) sections in the department which are: Statistics and Logistics Office with 2 staff, Adult Education with 2 staff, Special needs education with 1 staff, sports and games with 1 staff, academic section with 2 staff and Head of department. Primary education sector pursue the following core functions:

- To conduct data collection for out of school children and children with special needs.
- To ensure proper education policy/curriculum implementation in primary schools
- To provide teaching and learning materials
- To distribute Capitation Grants
- To supervise teaching and learning process
- To provide anti-corruption Education to pupil and Staff
- To provide education and awareness on HIV/ AIDs and corruption.
- To assure quality assurance of teaching and learning
- To ensure welfare of staff
- To ensure high performance in national examination and vocational training.
- To facilitate construction of class rooms, Staff houses, Toilets and other infrastructures
- Provide furniture to schools (such as desks, chairs and tables)

- Capacitating and monitoring of MEMKWA facilitators

The District council has 93 public primary schools and 4 private school with total of 68,872 pupils of whom 34,341 are boys and 34,531 are girls. Enrollment for standard I raises from 11,573 in 2017 to 11,911 in the year 2018 which is the increase of 103% while pre-primary enrollment rate increased by 7.6% in 2018 where by 2017 enrollment was 12,186 and 2018 was 11,385. In the District there is 3 inclusive special need primary school with total of 26 students with different disabilities. In promoting adult education the district has 15 centers for MEMKWA (Mpango wa Elimu ya Msingi Kwa Walioikosa) with a total of 3,610 students and 163 centers for MUKEJA (Mpango wa Uwiano kati ya Elimu ya Watu wazima na Jamii) with students. Table 21 shows the number of students in the District.

Table 21: Number of students

Category	Government			Private		
	Boys	Girls	Total	Boys	Girls	Total
Pre-Primary	6194	5954	12148	25	13	38
Primary	24878	26583	51461	268	136	404
MEMKWA						
MUKEJA	988	2622	3610	0	0	0
Total						

Source: Singida District Council; Primary Education Department, 2017

The requirement of primary school teachers in the district is about 1,590 teachers, available is about 879 which create 1:78 student-teacher ratios while shortage is 711 to meet education policy standard of 1:45. These teaching staff in the district 846 are Grade A, 14 Diploma teachers, 18 Degree holders while 1 teacher holds Master's Degree.

Pupils' performance

Despite the fact that standard VII performance rate in the district has been increasing, it is still below the BRN performance target of 80% by 2018. Standard VII performance rate in 2016 was (74%), and 2017 (70.4%) Table 22 shows standard VII examination results for the past three years from 2016 to 2018

Table 22: Standard VII performance

Year	Pupils examined	Pupils Passed	Percentage
2016	3,958	2,931	74
2017	5,248	3,693	70.4

Source: Singida District Council; Primary Education Department, 2017

The performance of standard IV in national examination. These result shows in 2016 pass rate was 93.7% and 2017 pass rate was 92.5% as indicated in Table 23.

Table 23: Standard IV examination performance

Year	Pupils examined	Pupils Passed	Percentage
2016	5,849	5,479	93.7
2017	7,034	6,512	92.5

Source: Singida District Council; Primary Education Department, 2017

With respect to truancy and dropout rate, the situation in primary school in the district is not good in referring to pupils registered standard 1 in 2017 and number of pupils registered to sit for standard VII final examination in 2017.

Books situation

On Student - Textbook Ratio, the district council through education department has managed to supply textbooks in 76,837 primary schools. Textbook situation in the district according to subject shows mathematic textbooks supplied is about 5,987 out of 47,825 needed, Kiswahili 33,748 textbooks supplied out of 48,798 required, English 14,530 textbooks supplied out of 33,916 required, science 3,466 out of 47,825, history 5,128 out of 18,111, civics 1,887 out of 18,886, vocational skills 1,814 out of 18,312, personality and sports 8,728 out of 16,312 needed in the primary schools. The provision of textbooks in schools has made the students-textbooks ratio to be 1:8 currently while education policy requires 1:1 ratios. Table 24 shows books situation in the district.

Table 24: Books situation in the District

Type of Book	Needed	Available	Shortage	Shortage Percent
Mathematics	47,825	5,987	41,838	87.5
Kiswahili	48,798	33,748	15,050	30.8
English	33,916	14,530	19,386	57.2
Science	47,825	3,466	44,359	92.8
History	18,111	5,128	12,983	71.7
Civics	18,886	1,887	16,999	90.0
Geography	28,695	1,549	27,146	94.6
Vocation skills	18,312	1,814	16,498	46.5
Personality development and sports	16,312	8,728	7,584	90.1
Total	278,680	76,837	201,843	72.6

Source: Singida District Council; Primary Education Department, 2017

Primary schools' infrastructure

The information on infrastructure in primary schools includes desks, tables, chairs, cupboards, classes, teacher's houses as well as latrine pits. In the District there are 663 classrooms out of 1,502 needed, pupils latrine available are 1,088 out of 2,545 needed, teachers houses available are 305 out of 1,590 needed, teachers latrine available 72 out of 194 needed, staff offices available is 171 out of 231 needed, pupils desks available are 17,161 out of 17,161 needed. Number latrine pits for pupils in primary schools according to gender shows girls pupils have 591 latrine pits out of 1,424 required with ratio of 1:58 which is below to Education policy standard that need 1:20 ration for girls pupils. For boys pupils in the district have 497 pits out of 1,121 required, that represent 1:69 ratios below policy requirement which is 1:25 ratio.

Table 25: Infrastructure situation in primary schools

Infrastructure	Requirement	Available	Deficit	Percent of Deficit
Classrooms	1,502	663	839	56
Pupils Latrine pit (Boys)	1,121	497	624	56
Pupils Latrine pit (Girls)	1,424	591	833	59
Teachers house	1590	305	1,285	81
Teachers Latrine	194	72	122	63
Desks	17,161	17,161	0	0
Offices	231	171	60	26
Shelves	1,269	395	874	67
Stores	1,022	53	67	57
Chairs	2,188	1,186	1,002	46

Source: Singida District Council; Primary Education Department, 2017

On pupils washing facilities situation, the service is available to only 65 primary schools while rest of schools about 18 do not have washing facilities for their pupils. Washing facilities protects health of pupils from different diseases that can be transmitted through microorganisms that cannot seem easily. Therefore this plan needs to include strategies on increasing number of washing facilities in primary schools.

Cross cutting issues

HIV/AIDS and Corruption are national problems which need high attention. In Singida District HIV/AIDS prevalence rate is 1.3% which is low compared to other district. Despite the low prevalence, no records of primary Staff or pupils living with HIV/AIDS but for the case of prevention for the future primary education plan should come up with measures in creating awareness on prevention, symptoms and effects of HIV/AIDS in primary sector. Also corruption awareness is needed in primary education sector for both staff and pupils though there is no record on corruption cases in the sector.

Primary Education in Singida District in spite of providing education services is faced with number of challenges. These challenges constrain the sector in dealing with its core functions of facilitating, supervising and monitoring education in all levels under its control. Following are the issues of the major concern of the primary education sector:

- ☐ Lack of transport equipment to facilitate supervision activities in primary schools in the area
- ☐ Inadequate infrastructures for both pupils and teachers such as offices, classrooms, latrine and teachers houses.
- ☐ Truancy and Drop out
- ☐ Poor performance in examination
- ☐ Inadequate funds
- ☐ Presence of teachers arrears
- ☐ Shortage of teaching and learning materials such as text books and supplementary books.
- ☐ Shortage of staff

Secondary Education Sector

Secondary Education in district is monitored by Secondary Education Department which was established in Tanzania's local government authorities in July 2009 as a result of the decentralization by devolution done by the government. Its aim is to improve monitoring of educational issues in secondary schools at local government level. In Singida district council, the secondary education department is among 13 departments and 6 units. It has three officers namely District Secondary Education Officer (DSEO), District Secondary Academic Officer (DSAO) and District Secondary Statistics and Logistic Officer (DSSLO). The district has 30 secondary schools where by 26 secondary schools are owned by the Government and 4 secondary school is owned by Private Institution. The total number of secondary school students is 10,603 (4,706 boys and 5,897 girls) in the district.

Core functions of the department are as follows:

- ☐ To implement available secondary education policies as approved by the Ministry of Education to be used in schools in all wards.
- ☐ To identify needs of heads of school, teachers, non-teachers and students.
- ☐ To monitor day to day activities of the secondary schools.
- ☐ To co-ordinate and supervise educational activities in secondary schools.
- ☐ To provide educational support to teachers (In-service training)
- ☐ To act as joint between local government authority and other higher regional secretariat and the Ministry of Education.
- ☐ To supervise academic performance in secondary schools in the district council.
- ☐ To receive, distribute and monitor expenditures of capitation grant and money for catering services in schools.
- ☐ To co-ordinate and supervise the construction and rehabilitation of buildings in secondary schools in the District council.
- ☐ To co-ordinate and monitor professional code of conduct of secondary teachers
- To ensure the availability of teaching – learning materials as well as maintaining friendly environment for learning in secondary schools.
- ☐ To monitor schools administration in the District council (how heads of schools run their schools as well as school boards.) according to rules and regulations.
- ☐ To monitor and supervise all activities related to the running of National Examination activities in the District council.

The provision of education in secondary schools involves different aspects such as number of students, teachers, infrastructures such as staff houses, hostels, classrooms, libraries, toilets, laboratories as well as furniture such as tables and chairs in schools. The performance of form four secondary school National exams in Singida District was 69.4% in 2015, 65% in 2016, 78% in 2017 and which is below the stipulated national standard (80%) as targeted in Big Result Now (BRN). Percentage of students passing form IV was 21% in 2016 which is below the stipulated national standard as targeted in National Five Year Development Plan 2016/17-2020/21. On Textbook- Student Ratio, the district council through secondary education sector has managed to supply textbooks in 26 public secondary schools. The provision of textbooks in schools has made the textbook - student ratio to be 1:3 for science books and 1:5 for arts books, so for arts books, textbook - student ratio is below national standard as stipulated in the Education and Training Policy (2014) which requires 1:1 textbook- student ratio.

Truancy is problem which affects performance in secondary schools, in Singida District there is 3% truancy rate, this is derived from student attendance sheets. Dropout rate are 5% this rate was calculated from number of students enrolled in secondary schools. The available secondary school teachers are 392 where the art subject teachers are 281 and science subject teachers are 111 The requirement for art subject teachers are 240 there is no shortage of arts subjects teachers. The requirement for science subjects teachers are 192 hence making the shortage of 81 science subjects teachers as shown in Table 26.

Table 26: Number of staff

Item	Requirement	Available	Shortage
DSEO	1	1	0
DSAO	1	2	-1
DSSLO	1	1	0
Personal Secretary	1	1	0
Office Assistant	1	0	1
Science Teachers	192	111	81
Art Teachers	240	280	0
Total	438	396	42

Source: Singida District Council - Secondary Education Department, 2017

On Infrastructure in the schools, the provision of education services in schools needs a clear and friendly environment for teaching and learning to both teachers and students. The council through secondary education department has constructed different infrastructure facilities in order to enable teaching and learning to occur. Infrastructure facilities constructed in the schools includes classrooms, hostels, toilets, staff houses, laboratories and libraries. Despite effort made by the council still there is a shortage of infrastructure facilities. There are 63 staff houses with deficit of 369 staff houses, 78 laboratories with deficit of 71 laboratories, 332 pit latrines for students with deficit of 150 pit latrines, 64 pit latrines for teachers with deficit of 8 pit latrines, 13 hostels with deficit of 60 hostels and 252 classrooms with 24 deficits. See Table 27.

Table 27: School infrastructures

Item	Requirement	Available	Shortage
Teachers" houses	432	63	369
Laboratories	78	7	71
Students" pit latrines	482	332	150
Teachers" pit latrines	64	56	8
Administrative blocks	26	6	20
Assembly halls	26	0	26
Hostels	73	13	60
Classrooms	276	252	24
Libraries	27	2	25
Total			

Source: Singida District Council-Secondary Education Department, 2017

On furniture in headquarter there are 7 tables and 10 chairs, also there 1 desk top computer, 2 lap tops and 2 printers. Furniture in the schools includes 7837 student's tables and 7634 student"s chairs with no deficit on tables and chairs. On Funds for capitation grants, public secondary schools in the district council are provided with funds for capitation grants. Capitation grants are provided in 26 public secondary schools.

The current situation of Human Immunodeficiency Virus (HIV) infection is 1.3% in the district, but the HIV infection to secondary staff/teachers and students is zero. HIV/AIDS was not raised as a problem at secondary schools; however, it should be given consideration due to directives from the central government that all crucial cross cutting issues should be addressed by creating awareness on such issues at working places. This directive is often given in annual plan and budgeting guidelines emphasizing

consideration of all cross cutting issues, therefore, basing on existing situation the aim is maintain zero rate infection as it will be addressed in this plan.

Reported incidence of corruption in secondary schools" staff and students is zero, and the corruption was not raised as a problem in secondary schools; however it should be given consideration due to directives from the central government that all crucial cross cutting issues should be addressed by creating awareness on such issues at working places. This directive is often given in annual plan and budgeting guidelines emphasizing consideration of all cross cutting issues, therefore, basing on existing situation the aim is to maintain zero incidence of corruption.

The key issues affecting the performance of education service delivery in the council includes:

- ☐ Shortage of art books.
- ☐ Shortage of art and science subjects teachers.
- ☐ No transport facilities to facilitate monitoring and supervision
- ☐ Shortage of staff houses, administrative blocks, libraries, assembly halls and hostels.
- Shortage of laboratories" chemicals and science equipment.
- ☐ Shortage of pit latrines
- ☐ Budget deficit
- ☐ Truancy and drop out problem
- ☐ Secondary school boards have low management skills

Community Development Sector

Community development refers to those measures which enable people to recognize their own ability to identify their problems and use the available resources to earn and increase their income, and build a better life for themselves. The Singida District Council is performing its activities through women and children desks, technical and construction desks, and, Youth desk, Community Economic Empowerment desk, Private sector Coordination desk and planning desks. Also the council has the major roles of coordinating two projects including, Tanzania Social Action Fund (TASAF) and Human Immune Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS). Apart from projects coordination the Council is coordinating Women Development Fund (WDF) and Youth Development Fund (YDF) and all Economic Empowerment Development Fund.

Table 28: Staff where by 9 are in headquarter and 21 is in ward level

Item	Required	Available	Shortage
Computer	5	3	2
Printers	2	1	1
Photocopy	1	1	0
Chairs	10	4	6
Tables	6	4	2
Cupboards	2	2	0
File cabinet	2	0	2
Car	1	0	1

Source: Singida District Council Report, 2017

The District in general has 233 groups of Village Community Bank Such groups involved in deposit and withdraw of money. The general share of the groups are 316,483,561. These groups mobilize funds through saving, investment, donors such banks, non governmental organizations, and council. HIV/AIDS is still a most far reaching and a demanding pandemic throughout the world. It is a global tragedy, which requires much effort from all humankind across the world to mitigate its further spread. The population aged 20 - 49 years, which is sexually active, is at greater risk of contracting HIV infection where by the rate of HIV/AIDS in the council is 1.3%. The following are the common ways which transmitt HIV/AIDS. Unsafe sexual intercourse, blood transfusion and contaminated equipment.

Core Functions of Community Development Department:

- ☐ To enable the communities to change their mindset and become responsive towards development process as well as technological innovations
- ☐ To enable communities to identify existing opportunities so as to address obstacles towards development (O&OD)
- ☐ To enable communities to recognize and respond to the needs of special groups (women, youth, children ,elders and disabled)
- ☐ To build the capacity of village councils in good governance, participatory planning and budgeting.
- ☐ To ensure Gender mainstreaming in planning and budgeting process at community and council level
- ☐ To facilitate establishment of building and technical bridges at community level in order to create employment and income generating activities.
- ☐ To facilitate formation and empowering socio economic groups at community level.

- To enable communities to plan, implement, monitor and evaluate development projects and self-help activities
- To conduct convectional and participatory research to identify obstacles which hamper development and suggest possible measures.
- To translate and disseminate community development related policies and strategies.
- To sensitize communities on the importance of mainstreaming crosscutting issues into their plans such as environmental hygiene, combating of corruption, combating of HIV/AIDS and gender and to address challenges related to Nutrition.

There 702 community development groups where by 84 groups are of women & 61 groups are of youth and 557 groups mixture (male and female) in 21 wards as shown in the Table 29.

Table 29: Community development groups

Ward	Classification of community group			
	Women	Youth	Mixture (male and female)	Total
Mtinko	6	4	101	111
Mudida	3	2	20	25
kijota	8	4	39	51
Makuro	2	1	41	44
Ntonge	1	2	19	22
Msisi	3	1	12	16
Mwasauya	2	4	15	21
Mrama	1	1	34	36
Ilongero	13	1	30	44
Msange	7	4	27	38
Maghojoa	8	1	12	21
Merya	2	5	26	29
Kunyagigi	4	2	18	24
Ikhanoda	3	4	16	23
Kinyeto	5	2	14	21
Ughandi	4	2	56	62
Mughamo	3	2	23	28
Itaja	4	1	11	16
Mughunga	3	2	27	32
Ngimu	0	15	6	21
Mgori	2	1	10	12
Total	84	61	557	702

Source: Singida District Council; Community Development Department, 2017

Table 30: HIV clubs getting training

Secondary	Number of students
Igauri	40
Ilongero	40
Msisi	40
Ughandi	40
Mtinko	40
Mwanamwema	40

Source: Community Development Department Report, 2017

Issues of major concern on community development sector:

- ☐ Problem of HIV/AIDS infections 1.3%
- ☐ Problem of stigmatization and discrimination among the people living with HIV/AIDS
- ☐ Inadequate support of vulnerable groups (women and youth) in loan provision.
- ☐ Low awareness/commitment of community to form and join community Development groups.
- ☐ Problem of poverty to household.
- ☐ Poor understanding of community about human right.

Legal Unit

The legal unit is the unit responsible for provision of legal expertise and services to the District council. The unit has 2 solicitors headed by one of them. As a unit of the council, its main objective is to enable the council to function within the legal ambit. Legal unit has the following core functions:

- To promote and enhance administration of justice within the council's jurisdiction.
- ☐ To represent the council in all legal matters in court of law and tribunals.
- ☐ To provide legal education to all members of the ward tribunals on substantive and procedural laws on resolving disputes.
- ☐ To prepare various by laws and forward them to the respective authorities for further legislative procedures.
- ☐ To prepare and review various legal instruments such as orders, notices, certificates, agreements and transfer deeds.
- ☐ To prepare and evaluate all contracts concerning the council.
- To provide legal advice in day to day council's activities.

- To provide legal advices to employees and council's community on rights and duties on performing their day to day activities.

In executing its activities various achievements has been made: Various contracts have been concluded after preparation and evaluation by the unit in collaboration with the procurement management unit and works department. Various bylaws have been prepared and others are in use. Legal advises have been given to those departments and units that inquired from the unit. The audit committee's meetings have been conducted as required by law.

Table 31: Working tools

Item	Required	Available	Shortage
Computer	2	0	2
Printers	1	0	1
Photocopy	1	0	1
Chairs	5	2	3
Tables	2	1	1
Cupboards	2	1	1
File cabinet	2	0	2
Offices/rooms	2	1	1

Source: Singida District Council; Council's Report, 2017

Challenges:

- ☐ Shortage of working tools (furniture and laptop) to accommodate staff.
- ☐ Shortage of staff house
- Persistent of land disputes among land users within the council's jurisdiction.
- ☐ Insufficient funds to carter the purchase of professional attires to solicitors.
- ☐ Low knowledge on legal matters to members of the ward tribunals on substantive and procedural laws on resolving disputes.
- ☐ Persistence of corruption in the community

Beekeeping

Beekeeping in Singida District Council is an ancient tradition which stretches back into the millennia of the country's early history. It is an important activity for many rural people and is also carried out in home gardens and even houses in all parts of the country. The collection and selling of honey and other bee products, is a major economic activity. Honey and beeswax also play a big role in the cultural and religious life of the Singida District Council people.

Beekeeping (Apiculture) is the maintenance of honey bee colonies, commonly in hives, by humans. A beekeeper (or apiarist) keeps bees in order to collect their honey and other products that the hive produces (including beeswax, propolis, pollen, and royal jelly), to pollinate crops, or to produce bees for sale to other beekeepers. A location where bees are kept is called an apiary or "bee yard".

Core functions of the beekeeping:

- ☐ To facilitate provision of supportive expertise in community member on beekeeping.
- ☐ To build capacity to community member in providing beekeeping.
- ☐ To assist and advise community member on appropriate and affordable technologies in economic and productive on beekeeping.
- ☐ To register Co-operative Societies and groups for beekeeping in the Region;
- ☐ To assist and advise community member on Small and Medium Enterprises (SME) on the beekeeping promotion;
- ☐ To assist and advise community member on development, promotion and better production of beekeeping

Problems facing beekeeping in Singida District Council:

- ☐ The number of trees nurseries are not enough for the honey bee production
- ☐ Poor management of the existing forestry
- ☐ Small amount of honeybee produced due to small number of beehives
- ☐ Lack of the skilled staff at the District, Ward, and Village levels
- ☐ Inadequate infrastructures e.g. offices, stores, beekeeping markets, roads, etc.
- ☐ Poor financial management.
- ☐ Insufficient basic accommodation for extension staff at District Ward and Village level (staff houses).

Table 32: Beekeeping

Bee keeping		2015	2016	2017	The effects (positive/negative)
<u>Number of bee keepers</u> • (who have modern beehive 100)		1	1	1	Lack of fund to invest in bee keeping i.e for buying modern beehives, protective gears
• <u>Small</u>		15	10	10	Lack of funds to invest in bee keeping i.e for buying modern beehives, protective gears
Beekeepers group		32	58	63	Provision of material support and education to beekeepers from different institutions like SEMA, WORLD DIVISION
Number of beehives	Modern	9,061	5,766	5,513	Lack of beekeeping expert to provide education to people.
	Traditional	11,263	8,450	8,340	Most of beekeepers are elders, some of them died
Honey production (litre)		225,345	170,990	166,095	Continuation of the harvesting seasons
Beeswax production (kilo)		45,056	34,198	33,219	Continuation of the harvesting seasons
Percentage of honey bee production		85.3	92.5	92.2	The number of honey production depends on the number of beehives
Honey bee market					No market for honey bee selling
Honey bee sales (Tshs)		788,707,500	854,950,000	830,475,000	Continuation of the harvesting seasons 2015
Sales of beeswax (Tshs)		360,448,000	273,584,000	265,752,000	Continuation of the harvesting seasons 2015
Beekeeping extension officer		1	1	1	There is no enough budget for hiring cadre from municipal to rural
Number of beekeepers extension officer needed in the District Council 2015		5	5	5	In the coming budget 2018/19

Source: Singida District Council Reports, 2017

Environment Conservation and Solid Waste Management

Environmental conservation is important in creating conducive environment for any economic activities to take place. Solid waste materials seems to pollute environment hence there is a need to control solid waste. In Singida District Council environmental and cleaning department started to operate in 2012 but due to reformation of Lands, Natural Resources and Environment Department, in 2016 the department was changed into environment and solid waste management under the environmental conservation Act number 20 of 2004 and national planning of environmental conservation 2013-2018 for

the purpose of facilitation, coordination and participation of all stakeholders including the community who are targeted group for such services. This department is divided into two sectors which are Environmental Management and Solid Waste Management. Environmental management is dealing with pollution control on water, land, air, sound and Environmental Impact Assessment. Solid waste management is dealing with cleaning of building, drainages, roads, sorting, solid storage, transportation, disposal, sanitary of solid waste and dump site management.

The department is divided into two sections which are environmental management and solid waste management. Environmental management is dealing with planting of trees ,plants, flowers, pruning and beautification and control of water, land, air, sound ,conducting environmental impact assessment and solid waste management is dealing with cleansing of building, open spaces, drainages, roads, sorting, solid storage, transportation, disposal, sanitary of solid waste and dumpsite management.

Core functions of Environmental Conservation and Solid Waste Management sectors are:

- ☐ Environment conservation and biodiversity.
- ☐ Pollution control on land, water, air and sound
- ☐ Environmental Impact Assessment.
- ☐ Cleaning and collection of solid waste from the building, open spaces, roads and drainages.
- ☐ Temporary storage, sorting and transportation of solid waste.
- ☐ Sanitary disposal of solid waste and dump side management.

Environmental Conservation and Solid Waste Management sector has a shortage of four (4) staff which hinders the performance. The Department is lacking the following professionals; Environmental scientist, Environmental health scientist, Public health engineer and Environmental engineer.

Currently there is only 1 staff who is the Head of Department covering all the vacancies mentioned above.

Table 33: Staff information

Position of staff	Available	Needed/ required	Shortage
Head of department	1	1	0
Environmental scientist	0	1	1
Sanitation engineer	0	1	1
Public Health Engineer	0	1	1
Environmental engineer	0	1	1
Total	1	5	4

Source: Singida District Council; Environment and Solid Waste Management Report, 2017

Shortage of working facilities is a challenge in Conservation of Environment and Solid Waste in Singida District this situation hinder its efficiency and performance. Among the important required facilities are; - One (1) tipper truck and one (1) Scooper for solid waste transportation from refused bay and the community residences to dump sites. Lack of this will cause spread of solid waste materials leading to outbreak of communicable diseases. Also there are shortage of 4 motorcycles for communication facilitation to staff to visit the community members to their respectively residences for the purpose of conducting seminars, training, mobilization to community members which intend to create awareness towards all matters concerning environmental conservation. Environment conservation progress which attained by the District Council is in collaboration with the Community, Non-Governmental Organizations and other stakeholders. Towards environmental conservation, 71 nursery tree groups are supported by District Council and Development partners in term of seeds, equipments and technical assistance. The tree seedlings are used to be supplied to public institutions, private institutions and some of seedlings are sold to individuals and private institutions.

Table 34: Nursery tree groups

Village nursery tree groups	2014	2015	2016	2017	2018
	08	11	14	71	-

Source: District Council: Environment and Solid Waste Management, 2017

Since 2012 up to currently the District has managed to preserve forests owned by District Council villages with their plan and bylaws. Currently due to shortage of staff and lack forest officers the district decided to collaborate with village governments to preserve the reserved forests through conducting several patrols, but still there is environmental

destruction especially deforestation which is increasing due to highly demand of firewood and charcoal as the sources of energy by the large number of residents.

Table 35: Reserved forests

Number of reserved forest	2014	2015	2016	2017
Number of tree planted	996,038	1,020,500	1,014,600	1,021,307
Number of tree existed	747,029	836,810	781,242	908,965
Number of village reserved forest with plan and by law	4	4	4	4
Number of district reserved forest	-	-	-	-

Source: District Council: Environment and Solid waste Management, 2017

Singida District council has planned to construct dump site which are allocated at 45 kilometer from headquarter, to be used by community members for storage of solid waste materials from refused bays, currently the community members used to store their solid waste to their disposal pits.

Currently there is no any case/staff who is infected by HIV/AIDS, and there is no any cases of corruption practices reported in the department. Due to directives from Central Government to all District Councils to formulate Strategic Objectives to reduce the rate of HIV/AIDS infection and corruption practices as a cross-cutting issues that affects the performance, Environmental conservation and solid waste management formulate strategy to combat these two cross-cutting issues.

Major Issues concerned under environment conservation and solid waste Department include Issues:

- ☐ Shortage of working facilities
- ☐ Shortage of disposal areas
- ☐ Deforestation
- ☐ Shortage of staff
- ☐ Budget deficit

Water and Sanitation

Water resources, comprising of surface and groundwater and water-based ecosystems such as lakes and wetlands, are essential for the sustenance and health of all human, animal and plant species. Water is a primary input for a whole array of human needs and

economic development activities. It is fundamental for food security, domestic supply and sanitation, for generation of hydropower, for industrial and mining development, for agriculture and livestock, for ecology (wildlife, riverine habitats including fish, forests, swamps and marsh lands, and wetlands), for recreation and tourism, and for navigation. Many benefits accrue from harnessing and utilizing water, freshwater also sustains the integrity of ecosystems, which serve important ecological and hydrological functions. Availability of adequate clean, safe and affordable water services in the District has impact on improving the standard of living of people as well as contributing to economic growth and environmental sustainability through ecosystems regenerations. The District receives less than 600mm annual mean rainfall per year, as in many other areas of the dry central part of the country, water resource in Singida District Council is so scarce that even water for personal hygiene cannot easily be found during dry season.

The major sources of water in the District are shallow wells, deep boreholes (manual pump), and deep boreholes (powered pumps). There are insufficient surface water sources like rivers, lakes and ponds. People, especially women and children, walk long distances to fetch water. The District economy suffers because of inadequate water supplies to socio-economic activities and for domestic use as well. The core function of water sector in the District is to ensure effective supply of clean and safe water in the District. Following are the core functions; conduct survey to the reliable sources of water in the District, designing proposed water projects in the District, and construction of new water projects and extension of existing water projects, operation and maintenance of water projects (implementation, monitoring and evaluation).

Other core functions of the sector includes integration of water supply, sanitation and hygiene education; formulate by-laws concerning water supply and sanitation; ensure stakeholder participation in water supply, sewerage and sanitation; enhance the provision of on-site sanitation; promote the use of alternative technologies for appropriate sewerage and sanitation systems; promote the re-use of sewage, sanitation sludge in appropriate circumstances and coordinate the Council's water and sanitation team activities. Water sector functions also involves to establish, well organized Community Owned Water Organizations (COWSOs) and Water Users Groups (WUGs), build their capacity by establishing strong leadership (COWSOs administrative committee) for effective operations and management, to ensure water resource management for sustainable

development, and ensure high water quality in the District. Human resource requirements for water sector in the District are 13 staff involving 2 engineers, 8 technicians 3, 1 personal secretary and 2 plumbers. Currently, about 8 (61.5%) staff are available, these involves 1 engineer including Head of Department (HoD) and 7 technicians. The Table 36 shows the water sector staff requirement

Table 36: Water sector staff requirement

Category	Total requirement	Available	Percentage %
Water Engineers	2	1	50
Water Technicians	8	6	75
Plumbers	2	1	50
Security Guard			
Personal Secretary	1	0	0
Total	13	8	175

Source: Singida District Council; Water Sector Progress Report, 2017

Demand and delivery of clean and safe water

The total demand for safe and clean water in the District is estimated to be 6,331,750 m³ per day; the current water production capacity in the District is estimated to 3,545,780 m³ (56%). Current total population of the District is about 253,270 people, out of which about 141,831 (56%) people access clean and safe water. This implies that, about 44% of the total population depends on traditional wells to access water which are not clean and safe. About 58,150 (41%) people access clean and safe water within 400m in the District and maximum walk distance to search for water in the District is estimated to be 1.5 km. Table 37 depicts status of water production and accessibility in the District.

Table 37: Water production capacity and accessibility

Description	Total requirement	Capacity/access per day	Percentage
Production	6,331,750m ³	3,545,780m ³	56
Population	253,270	141,831	56
Within 400m	253,270	58,150	23

Source: Singida District Council; Water Sector Progress Report, 2017

Currently, water demand in the District is high as compared to production capacity. Water projects available in the District are categorized according to available water sources. They include shallow wells, deep wells with manual pumps and deep wells with power

pumps. However, most of these projects are no functioning due to poor services and maintenance capacity as related to insufficient funds. The categories of water projects in the District are displayed in Table 38.

Table 38: Categories of water projects in the District

Category	Required	Available	Out of order	Not commissioned	Functioning	% of Functioning
Shallow wells	76	50	20	-	30	60
Deep wells (manual pumps)	284	130	50	-	80	61
Deep wells (Powered pumps)	40	7	2	3	2	5

Source: Singida District Council; Water Sector Progress Report, 2017

Water delivery in the District is done through shallow well boreholes, deep well manual pumps, and power pumps covering domestic points and In-house water connections. However, most of these water delivery structures are not functioning. Table 39 displays the condition for water delivery points in the District

Table 39: Condition for water delivery points in the district

Water delivery points	Required	Available	Out of order	Functioning	Percentage of Functioning
Shallow wells	76	50	20	30	60
Deep wells pumps	284	130	50	0	61
Domestic Points (DPs)	2,000	328	27	301	92
In-house water (households)	37,775	48	0	48	0.1

Source: Singida District Council; Water Sector Progress Report, 2017

Table 40: Water service delivery infrastructure in the District

Structure	Requirement	Available	Percentage
Storage tank	95	27	28.4
Pump house	67	27	40.3
Cattle trough	84	12	14.3
Booster station	23	0	0
Domestic dam	6	1	16.7
Water laboratory	1	0	0

Source: Singida District Council; Water Sector Progress Report, 2017

The District Council's water sector is allocated with one small office room with limited space, insufficient enough to support smooth operations. Shortage of office furniture is very high; sector has only 2 tables, 2 office chairs, with no store room and workshop. Current requirement is at least 8 tables, 12 office chairs and 4 office rooms. Relative to available staff and office document, in average, this is less than 20% of the total requirement. Current situation on office space and furniture is as shown in Table 41.

Table 41: Office space and furniture

Furniture/space	Total requirement	Available	Percentage
Tables	12	12	100
Office chairs	24	12	50
Office rooms	3	3	100
Store room	1	1	100
Workshop	1	0	0
Total	41	28	68.3

Source: Singida District Council; Water Sector Progress Report, 2017

To enhance high working performance, sufficient working tools and equipment is potentially important. For its smooth operations, water sector would have at least 1 vehicle, 2 motor cycles, 2 desk top computers (one for secretarial work and the other for data base management) and 5 personal computers (laptops), 1 printer, 1 scanner, 1 photocopier machine, 2 cabinets and at least 5 tool boxes. However, currently water sector in the District has only one motorcycle with none of the rest. The Table 42 displays current status of facilitative tools and equipment within water sector in the District

Table 42: Facilitative tools and equipment

Tools/Equipment	Total requirement	Available	Percentage
Motor vehicle	2	0	0
Motorcycle	4	1	25
Desk top computers	2	1	50
Lap top computers	3	1	33.3
Cabinets	2	0	0
Printer	2	0	0
Scanner	1	1	100
Photocopier machine	1	1	100
Tool boxes	5	0	0
Total	22	4	18.2

Source: Singida District Council; Water Sector Progress Report, 2017

Rain Water Harvesting Technology (RWHT)

Adoption to water harvesting technology is highly encouraged for effective utilization of water resources. Out of 278 public institutions about 23 (8.2%) access RWHT and out of 67 private institutions about 2 (3%) access RWHT in the District, furthermore, only 6 households are connected with water harvesting technology in the District. Therefore, in average access to water harvesting technology in the District quit insignificant as stipulated in Table 43.

Table 43: Rain water harvesting technology accessibility in the District

Institution	Required	RWHT Access	Percentage
Public institutions	278	74	26.6
Private institutions	67	2	3
Private households	37,775	2	0
Total	38,120	78	0.2

Source: Siniga District Council; Water Sector Progress Report, 2017

Water management by water user's community groups

According to national water policy Community Owned Water Supply Organisations (COWSOs) are considered the best options for achieving both commercial viability and scheme sustainability in villages or groups of villages. These will be accountable to local government authorities at the District and village level. Based on policy directives, on its completion the water project is officially commissioned to the community for operations, maintenance and management. The Community Owned Water and Sanitation Organizations (COWSO's) and established Water User Groups (WUGs) to ensure smooth operations project sustainability. In the District there is 18 COWSOs with only 7 (13.7%) registered COWSOs out of 51 currently required COWSOs. Unregistered COWSOs are waiting for projects handover to the community. Basing on available communal (collectively shared) water points, Singida District council is supposed to have 652 Water User Groups (WUGs) out of which 84 (12.9%) groups are formally established in the District. Table 44 stipulates COWSOs and WUGs situation in the District Council.

Table 44: Community-owned organisations and water user's groups

Organisation/group	Required	Available	Registered/Established	Percentage
COWSOs	51	11	9	17.6
WUGs	652	84	84	12.9
Total	703	95	93	13.2

Source: Singida District Council; Water Sector Progress Report, 2017

2.2.11.1 Sanitation

Whilst a broad definition of sanitation covers the state of cleanliness of the environment and includes a wide range of waste management activities, within the context of this strategic plan sanitation is defined as the provision of appropriate facilities and services for the on-site disposal of human excreta and waste waters, and public education on water related hygienic principles (URT, 2006).

The existing policy and strategy documents contain operational targets to be achieved in terms of level and timescale for improving sewerage and sanitation. National water policy strategy of 2006 stated that about 95% of people will be provided with access to basic sanitation by 2020. Consideration of this target is one of the starting points for developing the District Singida District Strategic Plan.

The District therefore, pay attention to the truth that, although rural water supply is very important, expanding sanitation, particularly in small urban areas will prevent future public health disasters, adopt appropriate rather than sophisticated technical solutions, using realistic planning, sound management of implementation and maximum local input, as water covers all sectors, take a broad approach and include strategies for health disasters and crises.

Currently, the District has no sewerage and sanitation plan put in place, there is neither design for sewerage systems nor liquid waste dumping places, also absence of strategy for community ownership and management of sewerage and liquid waste systems, no by-laws for management of sewerage and liquid waste systems and lack of strategy for protection of water catchment areas in the District to avoid use of unregulated or unprotected water sources and the unhygienic disposal of excreta. The District is estimated to have 284,691 livestock and total water demand for livestock in the District is estimated to be 4,076,175 liters per day. Currently water supply for livestock use is estimated to about 840,000liters per day equals to 20.6 %.

Cross cutting issues:

The united Republic of Tanzania puts emphasis on consideration of all crucial cross cutting issues in practices of preparation of development plans by all government agencies. This directive is often given in annual plan and budgeting guidelines

emphasizing consideration of all cross cutting issues, therefore, basing on existing situation the aim is maintain zero rate infection as it will be addressed in this plan. The current HIV infection is about 1.3% in Singida District. Good news is that none the water sector is infected HIV/AIDS was not raised as a problem at water sector working place. However, it should be given consideration due to directives from the central government that all crucial cross cutting issues should be addressed by creating awareness to either reduce or avoid not to affect human resources at working places which is potential resources for performance of any organization.

Corruption is also another important cross cutting issue is corruption which must necessarily be addressed to ensure practices of all principles of good governance and enhancing corruption free, equitable and effective service delivery at working places. Though currently there is no any reported incidence related to corruption among members of the water sector staff, it should be given consideration in order to adhere to the directives from the central government that all crucial cross cutting issues should be addressed by creating awareness on and avoid them at working places. As in HIV/AIDS, the directive to consider corruption is also given in annual plan and budgeting guidelines emphasizing.

The issues of major concern (problems and challenges):

- ☐ Low water service coverage (i.e. 56%)
- ☐ Insufficient budget for supporting water projects in the District
- ☐ Limited number of formally established and registered COWSOs and WUGs
- ☐ Interferences to COWSOs and WUGs by village councils (borrowing of COWSOs funds with late refund or not refunding at all)
- ☐ Limited administrative and financial management skills to COWSOs and WUGs leaders
- ☐ Insufficient office space, furniture, operational tools and equipment
- ☐ Destructed water facilities like shallow well, boreholes and DPs
- ☐ Low water quality resulting to explosion of diseases like diarrhea
- ☐ Low coverage of Rain Water Harvesting Technology (RWHT) in the District
- ☐ Low coverage of in-house water connection in the District
- ☐ Unregulated or unprotected water sources as related to the unhygienic disposal of excreta

- ☐ Absence of sewerage and sanitation system infrastructures at the headquarters of the District
- ☐ Limited awareness of community members on sanitation, public health and hygiene education
- ☐ Absence of participation of private companies or community management of sewerage and sanitation systems
- ☐ There is no proper sites located for cemetery and burial services at community level
- ☐ Indiscriminately refuse disposal at community level and various institutions

Finance and Trade

The main function of the finance sector is to facilitate the financial management and trade development within the council for the purpose of attaining District vision and mission. The aim is to collect all revenue and makes all payments on behalf of the council and facilitates all financial matters, processes, rules and procedures within the District. The District estimated to collect for the financial year, however it managed to collect about (....%) of the targeted amount as estimated by the District Council up to

The highest amount received from own source revenue is from agricultural levy since the main economic activities of the people within the council is agricultural. The council in cooperation with the stakeholders established a program of organizing and building a market/center for agriculture and other natural resources products for the purpose of attracting investment and trades on the respective sectors and also improves councils" revenue collection in 20..... The estimated own sources of District revenue for the financial year is shown in Table 45.

Table 45: Estimated and actual revenue for the financial year 2017/18

Source	Estimation	Actual	Percentage	Surplus/Deficit
Variuos Taxes	3,000,000	2,105,760.80	70.2	894,239.20
Agriculture levy	200,000,000	212,344,500	106.6	-12,344,500.00
Business licences	19,260,000	22,430,000.00	116.5	-3,170,000
Fees and Duties	100,800,000	66,052,100.00	65.5	34,747,900.00
Other sources	205,740,000	137,388,000.00	66.5	69,352,000
Total	528,800,000	440,320,360.80	83.11%	89,479,639.20

Source: Singida District Council; Financial Report, 2017

The core functions of finance and trade includes:

- ☐ Facilitate daily payments, collection of revenue and proper maintenance of books of accounts.
- ☐ Prepare monthly, quarterly and Annual Financial Report and submit to Ministry of Finance and CAG.
- ☐ Facilitate monthly amendment of salary and collection of exchequer issues from Ministry of Finance.
- ☐ To facilitate accounts staff to attend National and International Workshops and to respond in audit queries raised by Internal and external auditors.

Based on the establishment the accounts unit required to have 26 staff: 1 chief accountant/District treasurer 13, accountants final accounts 12, accountants (cash office), 5 accountants (hospital), an assistant accountant (pension) 1, assistant accountants (salaries) and an 12 assistant accountant (pre – audit). However, currently the sector has only 1 staff. The department has the shortage of the working facilities and tools as shown in Table 46.

Table 46: Finance sector working tools

Item	Required	Available	Shortage
Computers	10	6	4
Printers	5	3	2
Photocopy	1	0	1
Chairs	8	3	5
Tables	14	11	3
Cupboards	0	0	0
File cabinet	7	0	7

Source: Singida District Council; Finance Report, 2017

The problems faced by District council in the collection of revenue and allocation of expenditure are described by the following point as highlighted by the head of department.

Following are the issues of major concern of finance and trade sector:

- ☐ Vast area becomes difficult to monitor revenue collection.
- ☐ Inadequate department staff (shortage of staff). The unit is facing acute shortage of staff. This makes it difficult for unit to discharge its responsibilities such as revenue collection.

- ☐ Inefficiency in monitoring and supervising revenue collection.
- ☐ Lack of continuous development skills for accountants.
- ☐ Poor means of transport (cars).
- ☐ Late government disbursements of fund from Ministry of Finance.
- ☐ Limited internet services limit the use of various financial system and packages such as EPICOR, LGRCIS etc.
- Absence of councils' local industries and trade investment policy lead to poorly local industries investment and low revenue from the sector.
- ☐ Lack of enough offices for accounts staff where currently there are two rooms for activities of the unit, one for chief accountant and the other for subordinates.
- ☐ Lack of enough working tools such as computers, printers, photocopiers, tables and chairs.
- ☐ Poor council investment in natural resources and trade cause low revenue collected from trade.
- ☐ Lack of entrepreneurship knowledge to traders and individuals lead to poor trade performance in the District.
- ☐ Few numbers of registered small traders and businessmen (137) also cause the lowest collection from licenses and fees.
- ☐ Unstability of accounting system that limit performance of the section

Internal Audit Unit

The mission of the Internal Audit Unit is to provide independent, objective assurance and consulting services designed to add value and improve the Council operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The scope of work of the Internal Audit Unit is to determine whether the Council's network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure:

- ☐ Risks are appropriately identified and managed.
- ☐ Interaction with the various governance groups occurs as needed.
- ☐ Significant financial, managerial, and operating information is accurate, reliable, and timely.

- Employees' actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- ☐ Resources are acquired economically, used efficiently, and adequately protected.
- ☐ Programs, plans, and objectives are achieved.
- Quality and Continuous improvement are fostered in the organization's control process.
- ☐ Significant or regulatory issues impacting the organization are recognized and addressed properly.

Internal Audit Unit focuses on integrated audits, where it provides assurance related to any combination of the following engagement types:

1. **Financial assurance-** Providing assurance to the achievement of the following assertions: existence or occurrence, completeness, valuation and allocation, rights and obligations, presentation, and disclosures.
2. **Controls assurance-** Providing assurance related to the design and operation of key control activities like operational, financial, or compliance-related.
3. **Information technology (IT)-** assurance on the design and operation of general IT control activities.
4. **Compliance-** Providing assurance related to the design and operation of control activities and procedures in place to assure compliance with laws, regulations, and policies.
5. **Operations-** Providing assurance related to the effectiveness and efficiency of organizations, including performance or value for money and safeguarding resources against loss.

Table 47: Working tools

Item	Required	Available	Shortage
Computer	4	1	3
Printers	2	1	1
Photocopy	1	0	1
Chairs	4	1	3
Tables	4	2	2
Cupboards	2	1	1
File cabinet	2	1	1

Source: Singida District Council; Audit Report, 2017

Challenges:

- ☐ In adequate number of internal audit staff
- ☐ Some of the guideline do not march with the International Professional Practices internal audit framework (IPPF)
- ☐ Late disbursement of funds for development projects and OC from Ministry of Finance and Planning.
- ☐ Shortage of office equipment and other working tools.
- ☐ Failure to conduct internal and external assessment of quality of internal audit services.

Works

Works is an important sector in the economy of any council due to its impact on the welfare of its citizens and the investment involved. This importance is propounded by the fact that works section has a major role to play in the socio-economic development of a council as it provides access to markets, production, jobs, health, education and other social services. An organization cannot build a good team of working professionals without good human resources, human resources plays an essential role in developing a council's strategy as well as handling the employee-centered activities of a council. Workers available are 2, requirements are 10 and shortage is 8.

Furniture / office accessories

Office furniture plays a key role in increases productivity focus and quality of work, when the furniture provides all of these features, workers will be able to perform their tasks more efficiently and they will be able to produce better quality work.

Table 48: Furniture / office accessories

Types	Available	Shortage
Table	2	3
Chair	2	3
Motorcycle	1	1
Cars	1	1
Total	4	8

Source: Singida District; Council Report, June, 2017

Computer accessories

Importance of computer accessories is to enhance work productivity by helping an office work to run smoothly.

Table 49: Computer accessories

Types	Number	Shortage
Printer	2	0
Laptop	1	2
Desktop	1	0
Photocopy machine	-	1
Scanner	-	1

Source: Council Report, Singida District June, 2017

Core function of department

- ☐ To supervise and monitor buildings and roads works.
- ☐ To design associated projects
- ☐ To advise council on works activities
- ☐ To implement roads and buildings act
- ☐ To manage projects

Road networks and structures in the district

The Singida District Council has a total roads length of 1,851km of which;

- i. 130km – Trunk roads
- ii. 180 km – Regional roads
- iii. 224km – District roads
- iv. 499km – Feeder roads
- v. 818km – Access roads

Among of these, the District is dealing with only District, feeder roads and access roads.

Below are the various data for the road sector.

Table 50: Road class length data(KM)

Road class	Year		
	2015	2016	2017
District roads	325	244	244
Feeder roads	430	499	499
Access roads	610	818	818
Total	1,365	1,561	1,561

Source: Singida District Council Reports, 2017

Table 51: Road type length data (KM)

Road class	Year		
	2015	2016	2017
Tarmac roads	0	0	0
Gravel roads	39	121	132
Earth roads	1,312	1,230	1,219

Source: Singida District Council Reports, 2017

Table 52: Cross drainage data (No.)

Drainage type	Year		
	2015	2016	2017
Bridges	8	8	8
culverts	192	207	220
Drifts	16	17	19

Source: Singida District Council Reports, 2017

Table 53: Road possibility data (%/year.)

Drainage type	Year		
	2015	2016	2017
District roads	70	82	96
Feeder roads	46	60	75
Access roads	38	50	52

Source: Singida District Council Reports, 2017

Challenges under works sector

- ☐ Lack of fund for maintenance for development projects
- ☐ Poor condition of road networks
- ☐ Late release of allocated fund
- ☐ Lack of construction equipment which is found in the district for construction of roads in village levels such as hoes, spades, towel.
- Shortage of transport equipment's.

Health

2.2.15.1 Health services

Health sector is aimed at improving the health status of all people wherever they are, in urban and rural areas, by reducing morbidity and mortality and raising life expectancy. Health is a major resource of economic development. Health sector in the district is formed with 22 members" common known as Council Health Management Team (CHMT) under the chairmanship of the District Medical Officer (DMO). CHMT is the managerial team of 34 health facilities comprising; 1 hospital (owned by Faith Based Organization's - FBO's), 2 health centres (owned by government), 31 dispensaries (28 owned by government, 3 owned by FBO's) and 12 Accredited Drugs Dispensing Outlets (ADDO) shops.

The core functions of the sector are; to improve health status of entire population by providing quality and equitable health services, to develop an operational CHMT's plan according to priority Areas setting, to promote appropriate environment for private sector, to coordinate social welfare and nutrition services among health services in the district and to support human resource for health in order to ensure the quality of services at all health. Skilled human resource for health sector in Singida District Council, currently have 205 (40.3%) staff while the required staff is 508 therefore the sector have a shortage of 327 (59.7%) skilled staff. This is seriously undermining the performance of the ongoing health sector reforms and the quality of health services. Table 54 shows the establishment of skilled human resource for health sector in the district.

Health Professionals in Council

Table 54: Singida DC health professionals in public health facilities

S/N	Cadre	Required	Available	Deficiency
1.	Medical Specialty	0	0	0
2	Medical Officer	5	3	2
3	Assistant Medical Officer	3	2	+1
4	Dental Officer	0	0	0
5	Assistant Dental Officer	2	0	2
6	Dental Therapist	2	0	2
7	Clinical Officer and clinical Assistance	56	66	+10
8	Nursing Officer	3	4	+1
9	Assistant Nursing Officer	6	18	+12
10	Nurse	208	37	171
11	Medical Attendant	42	33	9
12	Health Laboratory Scientist	1	1	0
13	Health Laboratory Technologist	4	2	2
14	Assistant Health Laboratory Technologists	32	24	8
15	Mortuary Attendant	2	0	2
16	Radiology Scientist	0	0	0
17	Radiographer Technologist	2	0	2
18	Nutritionist	1	1	1
19	Occupational Therapist	0	0	0
20	Ophthalmologist	2	0	2
21	Optometrist	2	0	2
22	Physiotherapist	0	0	0
23	Social Welfare Officer	5	5	0
24	Pharmacist	1	1	0
25	Pharmaceutical Technologist	4	2	2
26	Assistant Pharmaceutical Technologist	30	0	30
27	Environmental Health Officer	1	0	1
28	Assistant Environmental Health Officer	7	3	4
29	Health Assistants	28	1	27
30	Bio Medical Technologist	0	0	0
31	Medical Record Technologist	0	0	0
32	Dhobi	2	0	2
33	Health Secretary	1	2	+1
34	Watch Man to the Health Facilities	56	0	56
	Total	508	205	327

Source: HRHIS Report, 2017

Table 55: Singida DC health professionals in private health facilities

S/N	Cadre	Available	Required	Deficit
1	Medical Specialist	0	1	1
2	Medical Officer	2	8	6
3	Dental Surgeon	0	1	1
4	Pharmacist	0	1	1
5	Pharmaceutical Technician	1	2	1
6	Assistant Medical officer	1	16	15
7	Clinical Officer	1	12	11
8	Laboratory Technologist	3	3	0
9	Nutritional Officer	0	1	1
10	Laboratory assistant	5	2	+3
11	Environmental/ Health Officer	0	1	1
12	Nurse	12	33	21
13	Health Secretary	0	1	1
14	Clinical assistant	0	3	3
15	Physiotherapist	0	1	1
16	Dental Therapist	0	1	1
17	Technician (optical)	0	1	1
18	Assistant Dental Officer	0	1	1
29	Social Welfare Officer	0	2	2
20	Medical attendant	4	44	40
21	Accountant	1	1	0
22	Electrician	0	1	1
23	Procurement Officer	0	1	1
24	Health records management	0	3	3
	Total	29	141	114

Source: Singida District Council Reports, 2017

Current status of health in the district

Table 56 summarizes the trend of some of the selected key health indicators over the past two years (2016-2017). These indicators are neonatal, infant and under five mortality rates per 1000 live births, children vaccination coverage, reproductive and child health.

Table 56: Key health indicators over the past two years (2016-2017).

Indicators	2016	2017
Contraceptive prevalence rate	29%	33%
Antenatal coverage rate	88%	91%
Attendance <12 weeks	5.3%	8%
HIV test results for new and retreatment Tb patients	100%	100%
Under 5 Mortality Rate (U5MR)	15/1000	11/1000
Infant Mortality Rate (IMR)	13/1000	6/1000
Neonatal Mortality Rate (NMR)	8/1000	5/1000
Maternal Mortality Rate (MMR)	62/100,000	26/100,000
HIV Prevalence rate	1.6	1.7
Transmission of HIV/AIDS from pregnant mother to child	0.4%	0.5%
Bacillus CalmetteGuerine (BCG)	123%	106%
Oral Polio Vaccine (OPV)	49%	50%
Diphtheria Tetanus Pertusis, Hepatitis B Haemophilusinfluenzae type b (DPT- HepB-Hib)	109%	95%
Pneumococcal Conjugate Vaccine (PCV)	110%	98%
Measles Rubella (MR)	99%	98%
Tetanus Toxoid (TT)	71	73

Source: Singida DHIS2, 2017

Health facilities

The district have 34 health facilities categorized as follows: 1 hospital, 2 health centers and 31 are dispensaries. Medical laboratory services are mainly within the health facilities. According to Primary Health Service Development Program (PHSDP) the district has a gap of 73 health facilities in order to reach a target of health facilities. Table 57 shows the number of health facilities in the District.

Table 57: Number of health facilities in the district.

Type of health facility	Type of ownership			Total available	Shortage
	Government	FBO	Private		
Hospital	0	1	0	1	1
Health centers	2	0	0	2	19
Dispensaries	28	3	0	31	53
Total	30	4	0	34	73

Source: Singida District Council; Health Sector Report, 2017

Moreover the district under health sector has 51(12 staff house are 2 in 1) staff houses for supporting health staff in dispensaries and health centers. But the district has a shortage of 258 staff houses, as shown in Table 58.

Table 58: Number of staff house under health sector in the district

Health facility	Houses available	Required	Shortage
Health centers	12	66	54
Dispensaries	39	243	204
Total	51	309	258

Source: Singida District Council; Health Sector Report, 2017

Reproductive and Child Health (RCH) services

In the district there is an average of 80% health facilities providing RCH services. Due to the shortage of district hospital and health centers there are no cervical cancers services provided in the district. Also the district has no health center that can provide Comprehensive Emergency Obstetric and Neonatal Care (CEmONC) services while it is on the process of preparation of 2 Health facilities (Ilongero and Mgori) for the provision of CEmONC services.

According to Primary Health Service Development Program (PHSDP) the district has a gap of 73 health facilities in order to reach a target of each village and ward to have health facilities, no health facilities providing CEmONC services. Table 59 shows the RCH services in the district.

Table 59: Number of health facilities providing RCH services in the district

Services	Number of health facilities
Family Planning (FP)	31
Cervical cancer	0
Adolescent Reproductive Health (ARH)	31
Gender Base Violence (GBV)	3
Antenatal Care (ANC)	33
Labor and Delivery(L&D)	32
Postnatal care (PNC)	32
Helping Baby Breath (HBB)	32
Prevention of Mother To Child Transmission (PMTCT)	32
Immunization and vaccine department (IVD)	28
Diarrhea Treatment Corner(DTC)	33
Integrated Management of Childhood Illnesses (IMCI)	33

Source: Singida District Council; Health Sector Report, 2017

Referral system within the district is not in a good way (from household-dispensary-health centers- hospital), since the district have only one hospital which is St. Carolus hospital and the district does not own a government hospital. At the district level patients

are referred to Singida regional referral hospital. Also the council has only 2 ambulances, whereby there is a deficit of 4 ambulances, out of the required 6 ambulances. The District have deficit of medicines, medical equipment and medical supplies to run the health facilities in the provision of health care services. These medical equipments are beds, delivery kits, delivery beds and other medical supplies. Community Health Fund (CHF) registration in the district is not improving up to date the percentage of household enrolled on CHF membership is 16%, households 5,049 are enrolled on CHF memberships. Singida District Council has 106 traditional healers who also provide health services traditionally. The total number of 106 traditional healers has already given health guidelines on how to provide health services according to national guideline but they are waiting for license from the ministry of health after completion the process.

Diseases

The burden of diseases (top ten) is still challenging in the district 2017 these diseases to under five are; acute respiratory infection (66.3%), diarrhoea (22.3%), pneumonias (10.6%), intestinal worms (5.3%) skin infections (5.2%), Eye conditions (3.7%), Emergency surgical condition (2.69), other diagnosis (2.5%), eye condition (1.4%) and Anemia (0.45). Also the burden of communicable and non-communicable diseases to age above five in the district is still high; these diseases are hypertensive and diabetics mellitus. According to trend 2016 – 2017 Maternal death were reduced, also the trend of HIV prevalence among pregnant mothers in the district has increased from 0.4% in 2016 to 0.5% in 2017 and the prevalence rate of HIV is increased.

Sanitation

Situation of sanitation in the District is not in the good position since there are only two wards which are implementing national sanitation campaign due to shortage of funds. Out of 37,775 households, 31,382 households have been inspected. In addition to that 13,802 (43.98%) households have accepted toilets according to national sanitation. Also coverage of household with hand washing facilities is very low (20%). Most of the households do not have hand washing facilities in their houses, which have cause the existence of water borne diseases in the community. Moreover number of households accessing clean and safe water is 17,754 (47%).

Cross cutting issues

HIV/AIDS prevalence in the District is 1.3%. Thus the District needs to put efforts in order to reduce HIV/AIDS prevalence. The sector have reported that, none of the staff is living with HIV/AIDS, but the District need to capacitate staff on the preventive measures in order to reduce new infections among the staff. On the side of corruption, the District has not received any corruption cases from health sector. However, the District has to create awareness among staff on ant - corruption measures in order to maintain good governance.

Issues of the major concern under health sector include:

- ☐ Shortage of drugs and medical equipment in health facilities
- ☐ High maternal mortality rate
- ☐ High under five mortality rate
- ☐ High infant mortality rate
- ☐ High neonatal death rate
- ☐ Inadequate office rooms, transport facilities and working tools
- ☐ Low coverage of households with sanitary facilities in the community
- ☐ Shortage of skilled staff
- ☐ Inadequate funds for supporting health interventions
- ☐ Inadequate knowledge among community members on health issues
- ☐ Low motivation to staff
- ☐ Delay of fund disbursement from government
- ☐ Inadequate knowledge on roles, responsibilities, laws and policies among health staff
- ☐ Unreliable power supply
- ☐ Burden of diseases
- ☐ Delays of recruitments permits
- ☐ Inadequate health facilities like health centers and dispensaries
- ☐ Few health staff attended trainings
- ☐ Low rate of attendance to pregnant women under 12 weeks to clinics
- ☐ Few pregnant women deliver in health facilities
- ☐ Low response of community to join CHF
- ☐ Low attendance of clinic to children under 5 years
- ☐ Stunting

2.2.16 Land and Natural Resources

Land, can be as dry land, is the solid surface of the Earth that is not permanently covered by water. The vast majority of human activity throughout history has occurred in land areas that support agriculture, habitat, and various natural resources. Some life forms (including terrestrial plants and terrestrial animals) have developed from predecessor species that lived in bodies of water.

Land use involves the management and modification of natural environment or wilderness into built environment such as settlements and semi-natural habitats such as arable fields, pastures, and managed woods. It also has been defined as "the total of arrangements, activities, and inputs that people undertake in a certain land cover type".

The core functions of the sector are:

- ☐ To coordinate implementation of roads, buildings, natural resource, land and Town Planning Policies, Laws, Regulations and Standards.
- ☐ To build capacity of community members to make a good use in roads, buildings, survey and Town Planning.
- ☐ To monitor, coordinate, and facilitate Forestry, Bee keeping and Wildlife issues in the District;
- ☐ To advice community members on enforcement of laws related to natural resource protection.
- ☐ To assist and advise community members on the development of natural resource areas.
- ☐ To advise community members on monitoring of natural resources.
- ☐ To solve conflict among the community members in Singida District Council.
- ☐ To facilitate tree planting, protect natural forests and sustainable utilization of forestry resources.
- ☐ To capacitate community members on the use of natural forest and honey production.

2.2.16.1 Natural resource

Natural resources are those resources that occur within the environment in their original and natural form, undisturbed by humanity. They take years to form without the intervention of humans. The Mother Earth is abundant with natural resources that develop on this planet using its surrounding environment. These natural resources are derived

from the environment. While few of them are used for our survival like water, air, rest of them like coal, gas, oil are used for satisfying our daily needs. From forests to mountains to minerals to coastal shores and wetlands, each of these natural resources has its own importance.

Core functions of the Natural Resources sector

- ☐ To monitor, coordinate, and facilitate Forestry, Bee keeping and Wildlife issues in the District;
- ☐ To advice community members on enforcement of laws related to natural resource protection.
- ☐ To assist and advise community members on the development of natural resource areas.
- ☐ To advise community members on monitoring natural resource.
- ☐ To facilitate tree planting, protect natural forests and sustainable utilization of forestry resources.
- ☐ To capacitate community members on the use of natural forest and honey production.

Table 60: Working tools

	Required	Available	Shortage
Chairs	30	4	26
Computers	14	2	12
Printer	6	1	5
Tables	15	11	4
RTK	1	0	1
GPS	10	2	8
Ranging poles	10	0	10
Alliance drafting films	5	0	5
Tracing paper	5 roll	0	5 roll
Drawing pen	5 set	0	5set
Camera	5	0	5
Car	3	1	2
Bee keeping gears	10	0	10
Security boots	14	0	14
Patrol gears	14	0	14
Motorcycle	2	0	2
Cabinet	10	3	7
Shelf's	5	3	2

Source: Singida District Council; Land and Natural Resource Department, 2017

Table 61: Number of tree planted

1	Afforestation	2015	2016	2017	Negative impact
	i. Number of trees planted	1,020,500	1,014,600	1,021,307	Lack of subsidies.
	ii. Number of tree grow	836,810	701,242	908,965	Low rainfall
2	Numbers of nurseries	15	33	44	
	i. District council nurseries				Small budget sizes
	ii. Institute nurseries(schools nk)				Lack of subsidies
	iii. Homes nurseries	1	1	1	Poor educations about planting and management of the tree
3	Conserved forestry				
	i. Number of forestry in rural	6	6	7	High rate of Deforestation
	ii. Number of forestry in municipal				
4	Servers of forestry in municipal				
	i. (Forest Officers				Budget deficit
	ii. Number of forester officer required in 2015				Budget deficit

Source: Singida District Council; Land and Natural Resource Department, 2017

Problems of the land in Singida District Council

- ☐ Inadequate number of surveyed plot in every trading center.
- ☐ There is no cadastral survey.
- ☐ There is no enough equipment used for surveying purpose such as motor vehicle.
- ☐ Not all land holders have the right of occupancy.
- ☐ There is no valuation report prepared about land used surveyed due to budget deficit.
- ☐ Lack of enough space in the working environment in the department.
- ☐ Shortage of staff
- ☐ Land and boundary conflict.
- ☐ Nomadic and Transhumance life style.
- ☐ Deforestation
- ☐ Encroachment
- ☐ Lack of accurate data for land and crops markets rate

General election

Election Unit: play on important role in coordinating, facilitating General election for the part of councilors, member of the parliament and president, local Government leaders (village chairperson, members of the village council, chairperson of the sub village (Hamlet), and manage the formulation of new wards, village and sub villages. Moreover election Unit to supervises different election within the District, Cooperate with various election stakeholders, Ensure free and fair election, Provision of election education and sensitization and Controlling and managing the election equipment.

Core function of election unit

- ☐ To destroy the document which provided by national committee of elections six months after the election if no compairs raised
- ☐ To Monitor Voting, Vote counting, Addition of Votes and Declaration of Election Results.
- ☐ To keep election document for reference purpose.
- ☐ To supervise and to advise proposed political parties before and after being nominated by National Elections Committee .
- ☐ To destruct document which provided by National Elections Ccommittee after reviewing and improving they elections committee
- ☐ To coordinate National process elections within the constituency.
- ☐ To coordinate Local Government election at all levels from national to hamlet level.
- ☐ To provide clear Information to Nation of Election Committees,
- ☐ To register political parties that participate in the election year.
- ☐ To supervise elections, collection the votes of elections.
- ☐ To register voters.

Singida District Council has 1 Election Officer however the requirement is 2 staff, Table 62 shows existing situation of staff required availability and shortage staff under Election unit.

Table 62: Existing situation of staff under Election unit

Section/unit	Required	Available	Deficit
Election	2	1	1
Total	2	1	1

Source: Singida District Council; Election Unit July, 2017

Election equipment's play an important role in performing day to day election activities in the unit. The District under Election unit has 1 desks top out of 2 needed, lap top 1 out of 2 needed, Office chairs 1 out of 4 needed, Tables 2out of 2 needed, while the unit lack machines such as 2 printers, 1photocopy and I car, Binding, Scanner instrument. Table 51 shows Election equipment status in the unit. Table 63 below shows types of equipment of required, available and deficit

Table 63: Election equipment status

Equipment's	Required	Available	Deficit
Printers	2	1	1
Office chairs	4	0	4
Desk top computer for Keeping information	2	0	0
Laptop computer	2	0	2
Tables	2	0	0
Scanner instrument	1	0	1
Photocopy machine	1	0	1
Car	1	0	1
Binding	2	0	2
Staple machine	2	1	1
Total	20	4	16

Source: Singida District Council; Election Department, 2017

Issues of major concerns in election unit;

- ☐ Budget deficit from National Electoral Committee (NEC).
- ☐ Inadequate Transportation facilities.
- ☐ Lack of electrical power in some villages,
- ☐ Scatted settlement in certain villages.
- ☐ Shortage of working tools which come from National Electoral Committee with technical problem.
- ☐ Short time of training provided by NEC to District Election Officers.

Procurement management unit

Procurement of goods, works and services is an essential function as it consumes more than 79% of the total budget of the District. All issues related to procurement fall under the control of procurement and Management unit.

The core functions of the unit are:

- ☐ To prepare annual procurement plan.
- ☐ To procure goods, works and services for offices use.
- ☐ To prepare quarterly procurement report.
- ☐ To conduct quarterly procurement supervision and plans.
- ☐ To facilitate advertisement of services and publication.
- To facilitate tender board meetings and opens of tenders" documents.

The Procurement Management Unit is supposed to operate through 3 Procurement Officers, The Head of Procurement Management Unit, and other two Procurement Officers. Currently the unit has only one staff. Since the establishment of the District the unit has performed different procurements and procedures as pointed out on the main functions of the Unit. The unit has also managed to defining Procurements Act"s, Procedures and Guidelines. Make sure on availability of office materials and other equipment which are basic need to the District Commissioner"s offices. Has also managed to establish and maintain good relation between suppliers and buyers. Table 64 shows the shortage of working facilities

Table 64: Working tools

Item	Required	Available	Shortage
Computer	3	1	2
Printers	3	0	3
Photocopy	1	1	0
Chairs	4	2	2
Tables	3	1	3
Cupboards	3	1	2
File Cabinet	3	0	3

Source: Singida District Council; Financial Report, 2016

However, despite success in implementing its functions the unit is facing the following challenges;

- ☐ Shortage of funds for procurement of good, works and services.
- ☐ Lack of office equipment (such as Computers, Photocopy Machine, Printer, Furniture and Fittings).
- ☐ Shortage of funds for management of Unit and conducting on job training.

- Shortage of enough funds to facilitate tender board meetings and advertisement of various services and publications.
- Shortage of staff, only one procurement officer.
- Violation of public procurement regulations and rules as set in the Public Procurement Act of 2011.
- Poor councils' annually procurement plan.
- Corruption among unit staff and the councils' service providers and suppliers in purchasing and tendering.

Information Communication Technology (ICT)

Information, Communication and Technology (ICT) Unit in the district started in 2013 to speed up development. The main objective of the Unit is to provide best service delivery in terms of integrity, confidentiality, efficiency and effectiveness of Information system within Singida District Council. Also, ICT is a crucial term that comprise any communication device or application, encompassing; E-mail, radio, Fax machine, television, cellular phones, computer and network hardware and software, satellite systems, cable systems as well as the various services and applications associated with them, such as learning also ICTs are often spoken of in a particular context, such as ICTs in education, health care, or libraries.

ICT have been a long time ago since the government released its National ICT Policy (2003). From that period, several initiatives have been implemented to achieve the vision outlined in the policy that includes areas of human resource management and infrastructure. The public in Tanzania could have better services and effective and responsive government through increased use of available ICT. Telecommunications and Post, Singida District Council has telephone facilities provided by five major companies (Vodacom, TTCL, Tigo, Airtel and Halotel). Communication Network, There is no local radio channel broadcasting from Singida District that helps the people to receive local and International news. Other radio which cut across is TBC TAIFA, Clouds Fm and Aboard Fm that provide broadcasting service. Television services are also available through satellite dish and cable provision.

Core function of ICT unit

ICT Section:

- ☐ To ensure existing ICT systems in Singida District Council operates as required
- ☐ To provide technical support to all staff of the Singida District Council in the area of ICT
- ☐ To provide training for Council staff on ICT issues including different application programs
- To manage policies, strategies and directives issued by the Central Government on the operation of the systems, infrastructure and ICT equipment“s
- ☐ To raise system needs so as to develop, modify and maintain them

Table 65: Existing situation of staff under ICT unit

Staff	Requirement	Availability	Deficit
ICT Officer	3	1	2
Information officer	2	0	2
Total	5	1	4

Source: Singida District Council; ICT Unit Report, 2018

ICT equipment“s play an important role in performing day to day activities in the unit.

Table 66 shows ICT equipment status in the unit.

Table 66: ICT equipment status

Item	Required	Available	Deficit
Desk top	3	1	2
Photocopy machine	1	0	1
Printer	1	1	0
Lap top	1	0	1
Network router	2	2	0
Network switches	10	8	2
Tower Cabinets	2	2	0
Rack Cabinets	5	5	0
Optical switch	1	1	0
IP PBX	1	1	0
Air conditioner (AC)	2	0	0
Dedicated server	1	0	1
UPS	7	5	2
Wireless router	8	3	5
Camera	1	0	1

Source: Singida District Council; ICT Unit Report, 2018

Issues of major concerns in ICT unit:

- ☐ Shortage of network communication available and their condition.
- ☐ Shortage of working facilities (inadequate ICT equipment).

Strengths, Weaknesses, Opportunities and Challenges (SWOC) and Stakeholders' Analysis

Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis

The analysis was done to determine the internal strength and weaknesses, as well as the external opportunities and challenges existing in the district. This was analyzed deliberately since in improving service delivery and livelihood of its community, Singida District Council requires effective utilization of its strength and opportunities to address the existing weaknesses and challenges. The internal and external analysis conducted in the district identified numerous strengths, weaknesses, opportunities and challenges that need to be addressed and exploited as presented below.

Strengths

- ☐ Availability of competent staff
- ☐ Availability of active working force
- ☐ Existence of team work spirit
- ☐ Availability of enough active women and youth groups
- ☐ Willingness of the work among community
- ☐ Peace and harmony of the community in district
- ☐ Enough expertise in LAWSON

Weaknesses

- ☐ Shortage of office facilities
- ☐ Low awareness creation of community member to contribute in development project.
- ☐ Poor district road network.
- ☐ Inadequate capacity building on career development
- ☐ Shortage of Plan Rep staff
- ☐ Superstition
- ☐ Low adoption of technology
- ☐ Truancy and dropout in primary and secondary schools

Opportunities

- ☐ Availability of fertile land
- ☐ Availability of enough underground water
- ☐ Presence of district council near the community.
- ☐ Availability of electricity power.
- ☐ Availability of telecommunication system.
- ☐ Availability of Public Private Partnership

Challenges

- ☐ Poor interpretation of government directives among the community members.
- ☐ Low willingness of some of the community members to contribute
- ☐ Contradiction of the governmental directives
- ☐ Budget deficit
- ☐ Shortage funds
- ☐ Delay of funds
- ☐ Under release of funds
- ☐ Unfavorable road
- ☐ Delay of some governments towards the local authority
- ☐ Weak internet system.
- ☐ Destruction of irrigation systems
- ☐ Shortage of classrooms, teachers offices, latrines, teaching and learning materials
- ☐ Shortage of medicines, medical equipment and supplies
- ☐ Shortage of transport facilities.
- ☐ Inadequate supervision
- ☐ Shortage of staff houses
- ☐ Shortage of science teachers for secondary education
- ☐ Shortage of staff
- ☐ Low performance of both primary and secondary schools
- ☐ Shortage of grazing areas
- ☐ Poor and unimproved breeds
- ☐ Shortage of water facilities (wells)
- ☐ Shortage of livestock infrastructures eg. Dip tanks, slaughter slab, abattoirs

Stakeholders Analysis

Stakeholders analysis in Singida District Council involved the process of analyzing individuals, groups of people and institutions that may have a significant interest in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). Moreover, a basic premise behind stakeholders' analysis in Singida District Council was that different groups have different concerns, capacities and interests, and this need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. Table 67 displays potential stakeholders, their characteristics, roles, influence and expectations.

Table 67: Stakeholders' analysis matrix

No	Stakeholder	Characteristics and capacity	Role	Expectation/ interest	Potential impact for not meeting expectations
1	Community members.	Small scale farmers Livestock keepers Hunting and gathering Willing to contribute Low income/financial capacity	Contribute to development projects Participate in development projects Participation in election of their representation Participate in national and local events.	Provision high quality social economic services. Improved livelihood	The community will lose trust to the District council The community will be discouraged to participate in development projects Persistence of poverty
2	Agricultural services providers (Extension and input services) (HELVETAS TZ, Bio sustain, WFP)	Private firms and government entity Private are low income Government medium income	Supply input Dissemination of agricultural technology Extension services	Increase productivity Farmers adopt technology Improved livelihood Maximize profit	Food shortage Environmental degradation Withdraw of the donor
3	Central Government	Public High financial capacity	Financing the District council Provision of guideline and directives Formulation of policies	Proper use of funds Improved livelihood Adhere to rules, policies, directives and guidelines	No release of funds Disciplinary action Persistence of poverty
4	Development partners (Norwegians, sight savers, World Food program (WFP))	International donors High financial capacity	Financing the development projects Monitoring the projects	Proper utilization of funds Improvement of social services Social services provision Child spacing	Withdraw Unimproved social services.
6	Religions institutions	Faith based or Organization Non profit Low financial	Maintain peace Dissemination of information Provision of social services	Peace and harmony Improving standard of life	Immoral behaviour
7	NGO's (Tunajali, PSI, HAPA, SEMA)	Private Non profit Low income financial position	Provision of social services Capacity building	Improved livelihood of the community Improved environmental sanitation Family planning HIV/AIDS prevalence reduced	Increase in mobility and mortality in the District Poverty persistence
8	Academic institutions (IRD, UDOM, Mzumbe university, SUA, St. John's, St. Augustine,)	Academic institution Profit Non profit Public and private High financial position	Capacity building Conducting research consulting	To have well educated society Improved social services Efficiency and effectively uses of the resources	Increasing ignorance Increase of the poverty Poor livelihood of the community
9	National Bureau of Statistics (NBS)	Public entity Non profit High financial	Conducting research Collection of the national social economic data Consulting	Proper use of the data	Poor planning

No	Stakeholder	Characteristics and capacity	Role	Expectation/ interest	Potential impact for not meeting expectations
10	Tanzania Forestry Services (TFS)	Public Non profit	Environmental conservation Proper use of the natural resources	Sustainability of use of natural resources	Environmental degradation
11	Social security funds(PSPF, GEPF,NSSF,LA PF)	Public Social security Non profit High	Provision of pension Provision of loan Investment	Improvement of livelihood	Persistence of poverty
12	Court, police, law enforces	Public Non profit Law enforces high powers low financial capacity	To maintaining peace and Order Behaviour modifications Capacity building	Community respect law Secured community	Insecurity
13	Contractors and supplies	Private Profit oriented High financial capacity Construction of the infrastructure	Provision of the constructions services	Profit maximization To meet the standard of the tender given To win more tender	Breach of contract disciplinary actions
14	Financial institution(CRD B, NMB, NBC and Postal Bank)	Public and private Profit oriented High financial	Provision of the loan, services	Profit maximization	Persistency of the poverty Withdrawal
15	Microfinance Institutions (Maboto, Tunakopesha Ltd, Bayport, Faidika, Platinum)	Private Profit oriented Medium financial capacity	Provision of loans Savings	Profit maximization Improved livelihood	Collapse
16	LGAs(Iramba, Ikungi, Singida municipal and Singida District)	They mainly depend on Central Government grant, development partners to implement their functions Low income from their own sources	Provision of social services	Improved livelihood Improvement of social services	Poverty persistence
17	Telecommunication company (VODACOM, TIGO,AIRTEL, TTCL, HALOTEL)	Public entity Private entity Profit oriented High income earners	Provide telecommunication services	To maximize profit Improved communication networks	Poor communication networks

Source: Singida District Council Reports, 2017

Analysis of External Environment

In order to achieve its vision, Singida District Council is necessarily supposed to interact with its external environment which basically includes regional, national and even international environment. This being the case, it is therefore important to review the external environment in order to understand the contextual framework under which the council must operate. The purpose is to be responsive to changing circumstances in terms of treaties, agreements, laws, regulations, policies, plans and programs as related to dynamic and self-motivated development initiatives governed by the need for change and result oriented management.

Open Government Partnership (OGP)

The Open Government Partnership (OGP) is a global initiative that aims at promoting transparency, empower citizens, fight corruption and encourage use of new technologies to improve governance. The OGP was formally launched in New York on 20th September, 2011 by 8 founding members, namely; Brazil, Indonesia, Mexico, Norway, Philippines, South Africa, United Kingdom and United States. The OGP is overseen by a multi-stakeholder International Steering Committee comprised of Government and civil society representatives. One of the major benefits of OGP is to improve service delivery and make Governments more responsible and accountable to their citizens. Given the benefits of this initiative, Tanzania joined the Open Government Partnership Initiative in September 2011. The intention is to make the Government business more open to its citizens hence improve public service delivery, government responsiveness, combating corruption and building greater trust.

As stipulated under the Tanzania OGP Action Plan of 2012/2013, the OGP commitments are focused on the four pillars namely transparency, accountability, citizen's participation and technology and innovation. Our main focus is in the Health, Education and Water sectors. On transparency, the commitment is to improve various government websites to enable citizens to access information freely and timely. A citizens Budget in simplified language has been produced. The aim is to make citizens aware of the national budget components. To spearhead good governance across the Government, several key and crosscutting governance reforms are being implemented. These core reforms are; the Public Service Reform Program (PSRP), the Local Government Reform Program (LGRP), the Legal Sector Reform Program (LSRP), the Public Financial Management

Reform Program (PFMRP) and the National Anti-corruption Strategy and Action Plan (NACSAP).

In line with these reforms, sector specific programmes have been undertaken to improve service delivery through the implementation of Decentralization by Devolution (D-by-D). These programmes constitute the policy and strategic framework for enhancing accountability, transparency and integrity in the use of public resources in order to improve service delivery in which Singida District Council must adhere to in achieving its vision.

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 by 2030 deadline. Therefore Singida District Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavor. The sustainable development goals which Singida District Council should contribute to achieve includes:

- Goal 1: End poverty in all its forms everywhere
- Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Goal 4: Ensure inclusive and quality education for all and promote lifelong learning
- Goal 5: Achieve gender equality and empower all women and girls
- Goal 6: Ensure access to water and sanitation for all
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all
- Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation
- Goal 10: Reduce inequality within and among countries
- Goal 11: Make cities inclusive, safe, resilient and sustainable
- Goal 12: Ensure sustainable consumption and production patterns
- Goal 14: Conserve and sustainably use the oceans, seas and marine resources
- Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
- Goal 16: Promote just, peaceful and inclusive societies
- Goal 17: Revitalize the global partnership for sustainable development

With respect to Sustainable Development Goals those milestones in all sectors of the economy which the District Council is operating under, the Singida District Council has the role to play in realization of these goals in unleashing Tanzania's to middle income country.

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, cognizant 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. The Singida District Council as one of the councils responsible for service delivery in the country could serve as one of the government vehicles in attaining the goal of vision 2015 and thus reduce the poverty level among Tanzanians.

Tanzania Second Five Years Development Plan (2016/17 – 2020/21)

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. Tanzania has continued to achieve a sustained high growth rate of the economy, with signs of economic transformation emerging.

These positive developments have, however, not facilitated substantial poverty reduction, creation of quality jobs and productivity increase. These manifestations are inconsistent with the national development aspirations articulated in the Tanzania Development Vision 2025 of transforming the economy into a middle income and semi-industrialized state by 2025. As such, concerted efforts are needed to transform the economy, commensurate with the envisaged development aspirations; a task we have to fulfill in less than 10 years.

The Second Five Year Development Plan whose theme is: “Nurturing Industrialization for Economic Transformation and Human Development” is intended to rally and align society’s efforts towards realization of the development aspirations. This will only be achieved through, among others, fostering economic growth, reducing economic vulnerability, enhancing forward and backward linkages between and within sectors, ensuring positive spill-over effects of skills development and technology innovation, creation of decent jobs and ensuring environmental sustainability.

In this respect, the Plan indicates key functions and strategies for the public sector to implement in order to render the growth momentum possible. This is in recognition of the need to bring together stakeholders and mobilize the required resources and environment for sustainable use of the national resources for development.

The Plan also provides insights into responses of the government to the increasing challenges of development; and outlines what it will take to succeed, and the expected outcomes in delivering sustainable development. It is the government’s expectation that this Plan will assist the country to scale up the country's efforts of promoting socioeconomic development.

The Plan is premised on the principles of accountability, credibility, integrity and effective resource utilization. In principle, the efforts capitalize on the idea that „business as usual” attitude will not surmount these challenges. To put these principles in practice, the Plan has singled out key priority areas and identified strategic interventions that will

accelerate economic growth, create employment, and support industrialization efforts. With respect to FYDP goals the Singida District Council has the role to play in realization of these goals in unleashing Tanzania's latent potentials existing in the District.

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 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. Singida District Council like other councils 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 council.

Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

The Agricultural Sector Development Strategy (ASDS) provides a comprehensive strategy and framework for the implementation of the sector policies. The strategy defines the means for achieving the central objectives of the national agriculture and livestock

policies. It is designed to create an enabling and favorable environment for improving productivity and profitability of the agriculture sector, which is expected to increase farm incomes in order to reduce rural poverty and ensure household food security.

In addition in June 2009, the Tanzania National Business Council under its Chairman President Dr. J.M. Kikwete organized a two days meeting to discuss the policies and strategies for transformation of Tanzania's agriculture under the theme KILIMO KWANZA. The following were the resolution: To embark on KILIMO KWANZA as Tanzania's Green Revolution to transform its agriculture into a modern and commercial sector; to integrate KILIMO KWANZA into the Government machinery to ensure its successful implementation; to mobilize the private sector to substantially increase its investment and shoulder its rightful role in the implementation of KILIMO KWANZA and declared that the implementation of KILIMO KWANZA will comprise the following ten actionable pillars:

- ☐ Political will to push our agricultural transformation.
- ☐ Enhanced financing for agriculture.
- ☐ Institutional reorganization and management of agriculture.
- ☐ Paradigm shift to strategic agricultural production.
- ☐ Land availability for agriculture.
- ☐ Incentives to stimulate investments in agriculture.
- ☐ Industrialization for agricultural transformation.
- ☐ Science, technology and human resources to support agricultural transformation.
- ☐ Infrastructure Development to support agricultural transformation.
- ☐ Mobilization of Tanzanians to support and participate in the implementation of KILIMO KWANZA

Since Singida District Council is one of the Government machineries for implementation of national policies, strategies and priorities, it will ensure that agriculture in the council is transformed in accordance with the ten KILIMO KWANZA actionable pillars.

The National Water Policy (NAWAPO), 2002

The main aim of the National Water Policy, 2002 is to provide a comprehensive framework for sustainable development and management of the Nation's water resources,

in which an effective legal and institutional framework for its implementation will be put in place. The National Water Policy has the following overall objectives:

- To address cross-sectoral interests in water, watershed management and participatory integrated approaches in water resources planning, development and management;
- To lay a foundation for sustainable development and management of water resources in the changing roles of the Government from service provider to that of co-ordination, policy and guidelines formulation, and regulation;
- To ensure full cost recovery in urban areas with considerations for provision of water supply services to vulnerable groups through various instruments including lifeline tariffs; and
- To ensure full participation of beneficiaries in planning, construction, operation, maintenance, and management of community based water supply schemes in rural areas.

The framework for water sector policy, strategies and financial planning in Tanzania stems from Vision 2025 and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA), which provide the overall guidance. These existing policy and strategy documents contain operational targets to be achieved in terms of level and timescale for improving. This being the case, Singida District just like any other Districts in the country strives so hard to meet these set targets so as to increase the percent of its population that access safe and clean water.

Policy and Legal Framework for Water Supply

The National Water Policy (NAWAPO, of 2002) forms the basis of water sector policy, covering both urban and rural water supply. It builds on the previous Water Policy (of 1991), strengthening mechanisms for community and private sector participation in water supply, and reducing the role of central government in implementation and management of water projects. This was followed by the 2005 National Water Sector Development Strategy (NWSDS), which sets out to strengthen the previously weak institutional and legal frameworks to implement the NAWAPO. This was formally approved in 2008 and two new water acts (the Water Supply and Sanitation Act and Water Resource Management Act) were passed by Parliament in early 2009.

Water Supply Services in Rural Areas

Policy targets is that, by 2020 access to safe water in rural areas raised to 85% , regional centers and Dar es Salaam city to be 95% whereby proportion of rural households with improved sanitation facilities is targeted to be 75%. Key interventions are conservation and protection of water resource, water sources, construction of water harvesting infrastructure including rain water harvesting and construction of water points, intake, storage, transmission pipes, distribution networks, water laboratories. Target is to ensure 85% of population in rural areas to access clean and safe within 400m from their respective households. However, according to MKUKUT II and Big Results Now (BRN) reports currently 67% of the Tanzania rural population have access to clean and safe water (URT 2016).

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. The policy aims at revolutionizing the SME sector to make it sustainable agent of stimulation of growth of the economy. Furthermore, the central goal of the policy is to attain the ultimate objective of rural industrialization in line with the Poverty Reduction Strategy and the Vision 2025.

With respect to SIDP, Singida District Council has been working tirelessly to make sure that it promotes small and medium industries in its area of jurisdiction. The District efforts however, are now materializing as the numbers of small and medium processing facilities are being established in the region. These processing facilities do not only add value to the farmers' crops but also create employments to the indigenous and subsequently increase their income. Since industrialization in Singida District Council is dominated by small scale industries which contribute to the development of the council, the District Council has the role of coming up with strategic options of using the available opportunities provided by the government to enhance the capacity of SMEs in the council.

Local Government Reform Programme

The Government of Tanzania is currently implementing the second phase of Local Government Reform Programme (LGRP II) amidst both progressive and gendered policies and strategies aimed at attaining gender equity, democracy and sustainable development. The overall goal of LGRP II is to achieve accelerated and equitable socio-economic development, public service delivery and poverty reduction across the country. In relation to the overall goal, the overall programme purpose of LGRP II is to achieve devolution of Government roles and functions, and to that end transform LGAs to competent strategic leaders and coordinators of socio-economic development, accountable and transparent service delivery and poverty reduction interventions in their areas of jurisdiction.

However, local governance is facing a number of development bottlenecks in reference to the implementation of the D-by-D policy. Some of the bottlenecks include lack of strategic leadership, inadequate involvement of the public, civil society and private sector, lack of capacity and gender awareness/gender mainstreaming and sensitivity among councilors and senior managers, lack of career and staff development plans in most LGAs and there are poor relations between councilors and council staff. Singida District Council as implementing institution shall ensure that the goal and purpose of LGRP II is realized through enhanced service delivery.

Health Sector Policy Framework

The MOHSW revised the 1990 National Health Policy in 2003 and 2007. On-going socio-economic changes, new government directives, emerging and re-emerging diseases and advances in science and technology have necessitated these policy updates. The policy outlines achievements and challenges facing the health sector. The Government aims to improve the health of all Tanzanians, especially those at risk, and to increase the life expectancy, by providing health services that meet the needs of the population.

- ☐ Reduce morbidity and mortality in order to increase the life expectancy of all Tanzanians by providing quality health care as needed;
- ☐ Ensure that basic health services are available and accessible for all people;
- ☐ Prevent and control communicable diseases, especially AIDS, Malaria, Tuberculosis, and non-communicable diseases resulting from mismanagement of chemicals, poor nutrition, environmental and working conditions.
- ☐ Sensitize the citizens about preventable diseases and measure to improve health;

- ☐ Create awareness on the part of the individual citizen to his/her responsibility on his/her health and the health of their family;
- ☐ Build partnership between public sector MDAs, private sector (including traditional and alternative medicine providers) actors, religious institutions, civil society and community based organizations in the provision of health services;
- ☐ Plan, train, and increase the number of competent health staff for all levels of health care;
- ☐ Identify needs for health services in communities; construct and maintain health infrastructure and medical equipment; and
- ☐ Review, evaluate and produce health policy, guidelines, laws and standards for provision of health services.

Singida District Council as implementing institution shall ensure that the goal and purpose of National Health Policy is realized through enhanced service delivery.

CHAPTER THREE

VISION, MISSION, STRATEGIC OBJECTIVES, KEY TARGETS, STRATEGIES AND PERFORMANCE INDICATORS

Vision

The vision of Singida District Council is “*to become a high quality and reliable socio – economic service provider for sustainable development of its community by 2025.*”

Mission

The mission of Singida District Council is “*to provide high quality socio – economic services through efficient utilization of resources and adherence to the principles of good governance for sustainable development of the community.*”

Strategic objectives

- A: Service improved and HIV/AIDS infection reduced
- B: Effective implementation of the national anti-corruption strategy enhanced and sustained
- C: Improved access, quality and equitable social services delivery
- D: Increased quantity and quality of social services and infrastructure
- E: Enhanced good governance and administrative services
- F: Improved social welfare, gender and community empowerment
- G: Improved emergency and disaster management
- H: Sustainable management of natural resources and environment for the community

Core values

The implementation of Singida District Councils' strategic plan guided by 7 major core values that constitute what the council values most, these are principles that stand as prerequisite norms for effective and efficient service delivery to community members. The guiding core values are:

3.5. Transparency and accountability

Public servant have a duty to act visibly, predictably and understandably to promote participation and serve customers, responsibly, timely answerable for their actions and that there is redness when duties and commitments are not met.

Result oriented

Public servants must focus on outcome rather than process used to deliver a service.

Customer focused

A public servant shall not discriminate or harass a member of the public or a fellow employee on ground of sex, tribe, religion, nationality, ethnicity, marital status or disability.

Efficiency in utilization of resources

Attainment of a maximum output/outcome at a possible minimum cost in which a public servant is responsible to adhere to, for efficient utilization of resources.

Fostering team work spirit

Work as a team, sharing experience, information and skills to achieve our goals.

Responsiveness and integrity

This is how much public servant cares customers and work skillfully, efficiently and effectively

Continuous learning

Skills and knowledge of civil servants shall be continuously developed through long and short courses for improved performance

Result Area: Planning monitoring and statistics

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

C: Improved access, quality and equitable social services delivery

D: Increased quantity and quality of social services and infrastructure

Table 68: Strategic objectives, key targets, strategies and performance indicators

Strategic Objectives	Target	Strategies	Performance indicators
Service improved and HIV/AIDS infection reduced	3 staff capacitated on HIV/AIDS by June 2023	- Create awareness -Train staff	Number of Planning staff capacitated.
Effective implementation of the national anti-corruption strategy enhanced and sustained	3 staff capacitated on corruption by June 2023.	-Create awareness – Conduct training	Number of planning staff capacitated
Improved access, quality and equitable social services delivery	Comprehensive council plans and budget coordinated, in 17 ward enhanced by June 2023	-Conduct O&OD -Procure office consumable -Prepare budget and plan	Number of plans and budget prepared
	Departmental Working facilities to 3 Planning staff improved from 65% to 85% by June 2023	Procure office consumable (Computers, printers, photocopy) Mobilise fund	Number of facilities available
	Statistical data in all 17 wards improved from 40% to 70% by June 2023.	Train staff Create data base system e.g (LGMD).	Socio economic profile in place
	Local Government Monitoring Data Base (LGMD) enhanced to 20 staff(17 WEO's and 3 planning staff) by June 2023	-Train staff -Mobilise fund -proposal writing	LGMD data in place
	123 Monitoring and supervision of project conducted for 60 days by June 2023	-Mobilize fund -Prepare budget	Number of visits
	17 WEOs capacitated on data management by June 2023	-Mobilise fund -proposal writing - Train (collection, compilation, use of data and the use of village registers) - Create awareness	Number of WEOs capacitated
	70 VEOs capacitated on data management by June 2023	-Mobilise fund -proposal writing - Train (collection, compilation, use of data and the use of village registers) - Create awareness	Number of VEOs capacitated

	14 ward development committee strengthened on monitoring and evaluation tools by June 2023	- Raise funds from stakeholders (NGO, Politician, Central Government and others stakeholders). -Train how to review village plans, prioritise, supervise and reporting	Number of ward committee strengthened
	Multi sectoral M&E teams formulated and strengthened by June 2023	-Train -Create awareness	District Monitoring and Evaluation Team (DMET) formulated
	Community awareness on development projects contribution increased from 53% to 75% by June 2023	-Train -Mobilise fund -	Percentage of community contribution increased
Increased quantity and quality of social services and infrastructure	1 functional data base unit established by June 2023	-Proposal writing - Raise funds from stakeholders (NGO, Politician, Central Government and others stakeholders).	Data base unit in place

Result Area: Administration and Human Resources

Strategic objectives

- A: Service improved and HIV/AIDS infection reduced
 B: Effective implementation of the national anti-corruption strategy enhanced and sustained
 C: Improved access, quality and equitable social services delivery
 D: Increase quantity and quality of social services and infrastructure
 E: Enhanced good governance and administrative services

Strategic objectives	Target	Strategies	Performance indicators
Service improved and HIV/AIDS infection reduced	98 administration staff trained on HIV/AIDS infection by June 2023	Train staff on HIV/AIDS awareness Produce brochures Conduct study tour	Number of staff trained
	5 council staff living with HIV/AIDS supported by June 2023	Provide nutritious food to staff living with HIV/AIDS infection	Number of staff supported
Effective implementation of the national anti-corruption Strategy enhanced and sustained	Complaints on corruption reduced from 30 to 5 by June 2023.	Train on combating corruptions. Produce brochures	Number of complaints reduced
Improved access, quality and equitable social services delivery	Number of customers served per day increased from 60 to	Purchase office furniture. Purchase office utilities Purchase food and	Number of customers served

	100 by June 2023	refreshment. Pay extra duty.	
	Statutory allowances facilitated to 98 administration staff by June 2023.	Pay annual leave Pay maternal leave Facilitate burial expenses	Number of staff facilitated
	Conducive working environment to 98 staff and 21 councilors facilitated by June 2023.	Procure office consumable Purchase office furniture. Purchase office utilities. Pay extra duty and councilor's allowances Purchase motor vehicle and motorcycle.	Number of councilors and staff facilitated.
	21 Councilors enhanced in monitoring of 120 development projects by June 2023.	Conduct monitoring visit. Prepare allowances Prepare and present reports	Number of development project monitored.
Increase quantity and quality of social services and infrastructure	10 staff houses constructed by June 2023.	Provide construction materials Provide funds for construction of buildings	Number of staff houses constructed
	10 village offices constructed by June 2023.	Provide construction materials Provide funds for construction of buildings	Number of village offices constructed
Enhanced good governance and administrative services	1,391 staff capacitated on filling PL4 and PL3 ethics form by June 2023.	Capacitate staff. Purchase office consumable	Number of staff capacitated.
	1 Staff data base centralized and computerized by June 2023	Purchase computers Purchase modern scanners. Establish one staff information record center for all departments.	Number of data base centralized and computerized.
	543 local government trained on good governance by June 2023	Conduct training to chairpersons, VEOs and WEOs	Number of person trained
	245 statutory meetings conducted by June 2023.	Facilitate District statutory meeting. Provide councilor's	Number of meetings conducted

		allowances.	
	75 administrative staff vetted by June 2023.	Provide fund for vetting to respective staff	Number of Staff vetted
	1 client service charter for service delivery standard prepared by June 202.	Hire consultancy Prepare plan	Number of client service charter prepared.

Result area: Agriculture, irrigation and cooperatives

Strategic objectives:

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

C: Improved access, quality and equitable social services delivery

D: Increased quantity and quality of social services and infrastructure

E: Enhanced good governance and administrative services

Na	Objectives	Targets	Strategies
1	Service Improved and HIV Infection Reduced	Sensitization on HIV/AIDS Infection to 200 Farmers by June, 2023	Train/Create awareness
2	Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained	25 Agriculture Staff Capacitated on the Effect of Corruption by June, 2023	Create awareness
3	Access to Quality and Equitable Social Services Delivery Improved	20 Extension Staff Capacitated on Agriculture Extension Skills by June 2023.	Train
		Increased Number of Saccos from 17 to 29 By 2023.	Sensitization
		300 SACCOS/AMCOS committee capacitated on SACCO'S management and supervisions by June 2023.	Train
4	Quality and quantity of socio-economic services and infrastructure increased	Provision of technical knowledge in crop production and marketing to 2,200 farmers by June 2023	Train
		Awareness creation on the use of improved agriculture implements and environmental conservation to 30 villages by June, 2023.	Train
		Efficiency on the use of improved farm implements to 200 farmers enhanced by June 2023.	Provision of agriculture implements Train
		Increased number of irrigation scheme from two to five by June 2023.	Fund mobilization Feasibility study Social survey

Na	Objectives	Targets	Strategies
		Agriculture infrastructure/facilities in improved from 30% to 40% by June, 2023	Fund mobilization Feasibility study Social survey
5	Good governance and administrative services enhanced	Conducive working environment to 65 extension staff ensured by June, 2023	Provision of statutory benefit Provision of working tools
1	Service improved and HIV infection reduced	Sensitization on HIV/AIDS infection to 200 farmers by June, 2023	Train Create awareness
2	Effective implementation of the national anti-corruption strategy enhanced and sustained	25 agriculture staff capacitated on the effect of corruption by June, 2023	Create awareness
3	Access to quality and equitable social services delivery improved	20 extension staff capacitated on agriculture extension skills by June 2023.	Train
		Increased number of SACCOS from 17 to 29 by 2023.	Sensitization
		300 SACCOS/AMCOS committee capacitated on SACCO'S management and supervisions by June 2023.	Train

Result Area: Livestock and fisheries

Strategic objectives

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

C: Improved access, quality and equitable social services delivery

D: Increased quantity and quality of social services and infrastructure

S/N	Objectives	Targets	Strategies	Performance Indicators
1	Service improved and HIV infection reduced	Sensitization on HIV/AIDS Infection to 20 livestock staff by June, 2023	Train Sensitization	Number of staff sensitized
2	Effective implementation of the national anti-corruption strategy enhanced and sustained	20 livestock staff capacitated on the effect of corruption by June, 2023	Train Sensitization	Number of staff capacitated
3	Access to Quality and Equitable Social Services Delivery Improved	1650 Livestock keeper capacitated on production and marketing skills in 21 Ward and 84 Village by June 2023.	Train Livestock field schools Field visits Nane Nane Exhibition	Number of livestock keepers capacitated
		Provision of conducive working environment to 20 external staff improved by June, 2023	Provision of statutory rights, privileges and protective gears. Maintenance and repair of office motor vehicles, motorcycles, computers and photocopy machines	Quality of services provided
4	Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Livestock markets and infrastructures/facilities improved from 20 to 40% by June 2023.	i. Construction of primary livestock market infrastructures ii. Rehabilitation of cattle dips iii. Construction of slaughter slabs iv. Construction of chicken markets	Percentage of infrastructure facilities increased.
		Livestock mortality rates reduced from 20 - 10% by June, 2023	i. Vaccination campaign against BQ, ECF, Anthrax, PPR Rabies and RVF diseases	Percentage of livestock death cases reduced.
		Management and production of fish improved from 9% to 15% by June, 2023	Construction fish ponds Introducing improved fingerlings Controlling illegal fishing activities	Percentage of fish production increased

Result Area: Primary education

Strategic objectives

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

C: Improved access, quality and equitable social services delivery

D: Increased quantity and quality of social services and infrastructure

E: Enhanced good governance and administrative services

G: Improved emergency and disaster management

Strategic Objectives	Target	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	63,609 primary school students educated on HIV/AIDS infection by June,2023	Conduct awareness on HIV/AIDS Formulate HIV/AIDS students clubs	Number of primary schools pupils educated on HIV/AIDS infection.
	836 Primary school teachers educated on HIV/AIDS infection by June ,2023	Create awareness Conduct training	Number of teachers educated on HIV/AIDS infection
Effective implementation of the national anti-corruption strategy enhanced and sustained	836 primary school teachers capacitated on effects and prevention of corruption by June, 2023.	Create awareness Conduct training	Number of primary school teachers capacitated on effect of corruption increased
	63,609 pupils educated on effects and prevention of corruption by June, 2023.	Create awareness Formulate Anti-corruption pupils clubs	Number of pupils educated on effects and prevention of corruption.
Improved access, quality and equitable social services delivery	Pass rate increased from 70.5% to 84% by June 2023	Purchase transport equipment Conduct school supervision Facilitate monthly tests for Std VII	Number of pupils joining secondary school increased.
	Welfare for 879 teachers and 63,609 primary school pupils improved by June 2023	Provision of statutory benefit Provision of school meals	Service delivery improved.
	Conducive working environment improved to 13 staff by June 2023	Provision of working tools Train Provision Statutory right	Pass rate increased.
	Improved learning environment in 93 government Primary Schools by June 2023	Provision of leaning material Provision of working tools Provision of infrastructure	Pass rate increased.
	Teachers professional development improved to 93 primary schools by June 2022	Train	Pass rate increased.
	Education leadership and management to 21 wards education officials improved by	Train	Service delivery improved.

Strategic Objectives	Target	Strategies	Performance Indicators
	June 2022		
	124 sports and cultural teachers capacitated on sport and cultural knowledge by June 2023	Train	Service delivery improved.
	Standard one enrollment rate maintained at 100% by June 2023	Create awareness to community Formulate by laws	Percentage of Std one pupils enrolled
	Truancy rate reduced to 0% by June,2023	Formulate by laws Provide meal to pupils Create awareness to community	Percentage of truancy rate reduced
	Pupils Illiteracy rate reduced to 0% by June 2021	Capacitate teachers on methodology of teaching basic skills in writing, reading and counting Conduct training and workshop	Percentage of illiteracy rate reduced
	95 primary schools supervised quarterly by June, 2023	Purchase transport equipment to education officers and ward education coordinators	Number of primary schools supervised
	52 Primary schools constructed with improved wash facilities by June2023	Mobilise materials Coordinate construction	Number of schools with improved wash facilities
Increased quantity and quality of social services and infrastructure	100 classrooms constructed by June, 2023	Mobilize site and material collection Coordinate construction	Number of classroom constructed
	50 teachers' houses constructed by June, 2023.	Mobilize funds and materials Coordinate construct	Number of teachers houses constructed
	Student pit latrine ratio reduced from 1:57 to 1:25 for male and from 1:47 to 1:20 for female by June 2023	Mobilize funds and materials Coordinate construction	Number of student pit latrine constructed
	Student-book ratio reduced from 1:4 to 1:1 by 2023	Purchase text books according to subject Supply text books in primary schools	Pupils-book ratio reduced

Strategic Objectives	Target	Strategies	Performance Indicators
Enhanced good governance and administrative services	95 school committee capacitated on good governance by June,2023	Create awareness Conduct training	Number of primary school committee capacitated
Improved emergency and disaster management	95 primary schools capacitated on emergency and disaster management by June,2023	Create awareness Facilitate tree planting around school buildings	Number of primary school capacitated

Result Area: Secondary education

Strategic objectives:

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

C: Improved access, quality and equitable social services delivery

D: Increased quantity and quality of social services and infrastructure

E: Enhanced good governance and administrative services

Strategic Objectives	Target	Strategies	Performance indicators
Service improved and HIV/AIDS infection reduced	392 teachers and 10,476 students capacitated on HIV/AIDS infection by June 2023	Train Awareness capacitate	Infection rate decreased
Effective implementation of the national anti-corruption strategy enhanced and sustained	392 teachers and 10,476 students capacitate on the effect and prevention of corruption by June 2023	Train Awareness capacitate	Number of corruption cases reduced
Improved access, quality and equitable social services delivery	Pass rate increased from 80% to 90% by June 2023	Conduct monthly tests for all students Train science teachers on the use of micro science kits. Purchase laboratories" chemicals and science equipment. Motivate teachers Conduct training on school management to head	Pass rate increased.

Strategic Objectives	Target	Strategies	Performance indicators
		teachers for those schools performed worse in form IV examinations Purchase transport facilities	
	Conducive working environment to workers improved at 26 government secondary schools by June 2023	Provision of working tools Train Provision Statutory right	Pass rate increased.
	Teaching and learning environment improved to 26 secondary schools by June 2023	Train	Pass rate increased.
Increased quantity and quality of social services and infrastructure	Secondary school teachers' houses increased from 61 in 2017 to 71 by June 2023	Mobilize funds and materials Coordinate construct	Number of teachers houses constructed
	Secondary school Laboratories increased from 7 in 2017 to 78 by June 2023	Mobilize funds and materials Coordinate construct	Number of laboratories constructed
	Truancy rate reduced from 3% to 0% by June 2023	Formulate bylaws which will be enacted to control truancy. Sensitize community on importance of education to their children. Provision of meal	Percentage of truancy rate.
	Dropout rate reduced from 5% to 0% by June 2023.	Formulate bylaws which will be enacted to control dropout Sensitize community on importance of education to their children. Provision of meal	Percentage of dropout rate.
	Textbook-student ratio reduced from 1:3 to 1: 1 by June 2023	Purchase text books Distribute text books to secondary school	Text book-student ratio
	24 classrooms constructed in 26 secondary schools by June 2023	Mobilize funds Coordinate construction	Number of classrooms constructed
	86 pit latrines constructed in 26	Mobilize funds. Coordinate construction	Number of pit latrines

Strategic Objectives	Target	Strategies	Performance indicators
	secondary schools by June 2023.		constructed.
	37 hostels constructed in 26 secondary schools by June 2023	Mobilize funds. Coordinate construction	Number of hostels constructed
	26 secondary school boards capacitated on good governance by June 2023	Mobilize funds Conduct training	Number of secondary school board capacitated.

Result Area: Community Development

Strategic objectives

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

C: Improved access, quality and equitable social services delivery

Strategic objectives	Target	Strategies	Performance indicators
Service improved and HIV/AIDS infection reduced	31 Community Development Officers capacitated on HIV/AIDS by June 2023	Create awareness Conduct training Provide brochures	Number of community development officers capacitated
	HIV/AIDS knowledge on prevention imparted to community in 84 villages by June 2023.	Create awareness Conduct cinema show Conduct voluntary HIV/AIDS test and counseling	Number of villages leaders
	HIV/AIDS new Infection reduced from 1.3% to 0 % by June 2023	Create awareness Distribute condoms Distribute brochures Strength Ward multi –sector AIDS Committee (WMAC) Strength Village	percentages of new infection of HIV/AIDS reduced
	3. Improve Care, treatment and support to HIV/AIDS affected people in 10 ward by June 2023	Identify and support 300 MVC with CHF and Support SIRUPHA network to enable it sensitize the formation of more PLHAs group and facilitate the income generating activities	Number of new infection among community members decreased.
	Unemployment	Facilitate formation of 6 income	Number of groups

Strategic objectives	Target	Strategies	Performance indicators
	among youth, cross generational relationship, multiple sexual partners, unsafe sex practice and peer pressure reduced by 2023	generating activities groups among youth and support 6 youth groups with soft loans to initiate IGA	formed, facilitated and supported.
Effective implementation of national anti-corruption strategy enhanced and sustained	31 Community development Staff Capacitated on prevention, combating and effects of corruption by June 2023	Create awareness	Number of community development staff capacitated
Improved access, quality and equitable social services delivery	Social economic women groups increased from 84 to 300 by June 2023	Create awareness Conduct training	Number of Women groups increased
	Women groups trained on entrepreneur skills increased from 84 to 300 by June 2023	Create awareness Mobilize fund Mobilize Non-Governmental Organizations	Number of groups trained
	Empower Women in 84 villages to participate in economic activities by 2023	Mobilize funds Provide loans Conduct visit in group Administer loans refund	Number of women groups provided with loans increased
	58 Youth groups trained on entrepreneur skills by June 2023	Create awareness Training schedule Sensitize youth groups	Number of youth groups trained
	Empower Youth in 84 villages to participate in economic activities by 2023	Create awareness Mobilize fund	Number of youth groups provided with loans increased
	Groups of youth trained on legal matters increased from 10 to 25 by June 2023	Create awareness Mobilize fund	Number of groups trained
	Archive Industrial economic in 84 Villages by 2023	Sensitize community and Economic groups specifically in 84 villages to establish small and middle industries and	Number of Industrial established

Strategic objectives	Target	Strategies	Performance indicators
		coordinate them with empowerment Fund & capital programs.	
	Archive empowerment activities co-ordination in all empowerment sector by 2023	Co-ordinate DECO activities(meetings, economic empowerment co-ordination, report writing), Co-ordinate 30 private sector stake holders working with Singida District Council and conduct quarterly follow up to all economic empowerment activities in 84 villages and 21 wards.	Number of people empowered economical
	7838 Poor Household supported with Tanzania Social Action Fund by June 2023	Identify poor household Enroll poor household Sensitize community Provide basic and conditional cash transfer to poor household	Number of poor household supported
	Ensure quality development, reliable, sustainable and resilient targeted infrastructure at Mwahango village improved by June 2023	Creating conducive working environment to staff	Number of projects monitored and evaluated quarterly Number of doctor house constructed
	Ensure public work programme in 40 villages are effectively implemented by June 2023	Conducting payment to households who participated in Public Work Programme	Number of households paid

Result Area: Legal

Strategic objectives

- A: Service improved and HIV/AIDS infection reduced
- B: Effective implementation of the national anti-corruption strategy enhanced and sustained
- C: Improved access, quality and equitable social services delivery
- E: Enhanced good governance and administrative services

Strategic objectives	Target	Strategies	Performance indicators
Improve services and reduce HIV/AIDS infection	2 legal staff capacitated with HIV/AIDS knowledge by June 2023.	Conduct training Conduct Counseling Encourage HIV testing	Number of staff capacitated.
Effective implementation of the national anti-corruption strategy enhanced and sustained	2 legal staff capacitated in combating petty and grand corruptions by June 2023.	Conduct Training. Produce brochures.	Number of staff capacitated
Improved access, quality, and equitable social service delivery.	2 legal staff capacitated on laws review and amendments by June 2023.	Train staff	Number of staff capacitated
	Number of customers served with legal aid increased from 2500 to 5000 by June 2023.	Purchase legal attires. Procure office furniture. Procure office consumable.	Number of customers served
Enhanced good governance and administrative services.	Rule of law education imparted to 12 Wards tribunals by June 2023.	Conduct training Prepare Bylaws. Dialogue on Laws and Bylaws	Number of Wards tribunals educated
	Rule of law education imparted to 8 Departments and 4 Units of the Council by June 2023	Conduct Training.	Number of Departments/ Units educated

Result area: Beekeeping

Strategic Objectives

A- Service improved and HIV/AIDS infection reduced

H: Sustainable management of natural resources and environment for the community

Strategic objective	Target	Strategies	Performance indicator
Service improved and HIV/AIDS infection reduced	Works employees conduct training on HIV/AIDS awareness to and provision of free condoms to department member by June, 2023.	facilitate training to employees	Number of employees trained on HIV/AIDS awareness.
Sustainable management of natural resources and environment for the community	1,500 bee hives to will be provided to the community by June 2023.	Improve honey production as a source of income	Productive bee hives
	4 District staff strengthened on beekeeping through Field Farm School by June, 2023	Conduct sensitization to Leaders on establishment of Beekeeping Groups.	Increase bee keeping production
		Facilitate training on beekeeping by use of FFS to 63 Groups.	
	14 forestry control and manage the existing forests and water sources by June 2023	Sensitise the community to participate in forest conservation	Increasing bee hives to increase honey production
	1 bee keepers Officers in Singida District Council educated /equipped the community about bee keeping production by June 2023	Train the bee keepers officers.	Increasing number of trained bee keepers officer
	25extension staff officer for beekeeping hired by June 2023	Conduct recruitment	Enough number of beekeeping officers in District, ward and village level

Result Area: Environmental and solid waste management

Strategic Objectives:

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

D: Increased quantity and quality of social services and infrastructure

Strategic Objective	Target	Strategy	Performance Indicators
Services improved and HIV/AIDS Infections reduced	1 Environmental staff capacitated on HIV/AIDS infection by June 2021	Conduct trainings	Number of staff capacitated
Effective implementation of the national anti-corruption strategy enhance and sustained	1 Environmental staff capacitated on combating Corruption by June 2021	Conduct trainings	Number of staff capacitated
Increased quantity and quality of social services and infrastructure.	Number refused bays increased from 1 to 7 by June 2021	Mobilize Construction materials Mobilize fund for construction of refused bay Allocate areas for construction of refused bays	Number of refused bays constructed
	Number of solid waste dumps increased from 2 to 7 by June 2021	Mobilize fund for construction of dumps Mobilize materials for construction of dumps Allocate areas for construction of dumps	Number of dumps constructed
	Number of reserved forest protected increased from 5 to 11 by June 2021	Create awareness on community in conserving indigenous trees. Collaboration with other environmental stakeholders Create awareness on uses improved stove to community. Establish village forest conservation committees.	Number of reserved forests protected

Result Area: Water sector

Strategic objectives

- A: Service improved and HIV/AIDS infection reduced
- B: Effective implementation of the national anti-corruption strategy enhanced and sustained
- C: Improved access, quality and equitable social services delivery
- D: Quantity and quality of social services and infrastructure increased
- E: Good governance and administrative services enhanced
- G: Emergency and disaster management improved

Strategic Objectives	Targets	Strategic Objectives	Targets
Service improved and HIV/AIDS infection reduced	Awareness creation on HIV/AIDS infections enhanced to 8 water sector staff by June 2023	Service improved and HIV/AIDS infection reduced	Awareness creation on HIV/AIDS infections enhanced to 8 water sector staff by June 2021
Effective implementation of the national anti-corruption strategy enhanced and sustained	Awareness creation on corruption and its effects enhanced to 8 water sector staff by June 2023	Effective implementation of the national anti-corruption strategy enhanced and sustained	Awareness creation on corruption and its effects enhanced to 8 water sector staff by June 2021
Improved access, quality and equitable social services delivery	Coverage of population with access to clean and safe water increased from 47% to 85% in the district by June 2023	Improved access, quality and equitable social services delivery	Coverage of population with access to clean and safe water increased from 47% to 85% in the district by June 2021
	Coverage of population with access to clean and safe water within 400m increased from 41% to 75% in the district by June 2023		Coverage of population with access to clean and safe water within 400m increased from 41% to 75% in the district by June 2021
	In-house water connections increased from 48 households to 500 households in the district by 2023		In-house water connections increased from 48 households to 500 households in the district by 2021
	Volume of water treated increased from 0 m ³ to 2,396,800m ³ for improve water quality in the district by June 2023		Volume of water treated increased from 0 m ³ to 2,396,800m ³ for improve water quality in the district by June 2021
	Public utilities with Rain Water Harvesting Technology (RWHT) increased from 10.9% to 70% in the district by		Public utilities with Rain Water Harvesting Technology (RWHT) increased from 10.9% to 70% in the by 2021

	2021		
	Access to effective RWHT increased from 6households to 200households by June 2023		Access to effective RWHT increased from 6households to 200households by June 2021
	Protected underground water source areas increased from 0 to 20 in the district by 2023		Protected underground water source areas increased from 0 to 20 in the district by 2021
	280 awareness creation meetings conducted in 70 villages on sanitation, public health and hygiene education		280 awareness creation meetings conducted in 70 villages on sanitation, public health and hygiene education
	Established private sewerage and sanitation associations/groups increased from 0 to 5in the district by 2023		Established private sewerage and sanitation associations/groups increased from 0 to 5in the district by 20121
	Registered community-owned water and sanitation organizations (COWSOs) in the district increased from 13.7% to 90 % by June 2023		Registered community-owned water and sanitation organizations (COWSOs) in the district increased from 13.7% to 90 % by June 2021
	Formally established WUGs in the district increased from 12.9% to 100 % by June 2023		Formally established WUGs in the district increased from 12.9% to 100 % by June 2021
	Trained COWSOs and WUGs leaders on good governance, administrative and financial management skills increased from 0% to 90% in the district by 2023		Trained COWSOs and WUGs leaders on good governance, administrative and financial management skills increased from 0% to 90% in the district by 2021
Quantity and quality of social services and infrastructure increased	10 new water projects constructed in the district by June 2023	Quantity and quality of social services and infrastructure increased	10 new water projects constructed in the district by June 2021
	15 new boreholes drilled in the district by 2023		15 new boreholes drilled in the district by 2021
	2 domestic water use dam constructed by in the district by 2023		2 domestic water use dam constructed by in the district by 2021
	Conduct 140		Conduct 140

	sensitization meetings to enhance community contribution in supporting water development projects by 2023		sensitization meetings to enhance community contribution in supporting water development projects by 2021
	50 cattle trough constructed to improve capacity to livestock water supply by 2023		50 cattle trough constructed to improve capacity to livestock water supply by 2021
	32 shallow wells rehabilitated by June 2023		32 shallow wells rehabilitated by June 2021
	45 deep wells rehabilitated by June 2023		45 deep wells rehabilitated by June 2021
	173 water Domestic Points (DPs) rehabilitated by June 2023		173 water Domestic Points (DPs) rehabilitated by June 2021
	2 small towns (Nduguti and Singida) developed with sewerage and sanitation system structures by 2023		2 small towns (Nduguti and Singida) developed with sewerage and sanitation system structures by 2021
	240 supervision (weekly based) visit for effective project management in the district by June 2021		240 supervision (weekly based) visit for effective project management in the district by June 2021
	120 monitoring (twice a month) visit for effective project management in the district by June 2021		120 monitoring (twice a month) visit for effective project management in the district by June 2021
	10 evaluation (semi-annually based) visit for effective project management in the district by June 2021		10 evaluation (semi-annually based) visit for effective project management in the district by June 2021
Good governance and administrative services enhanced	26 water sector staff provided with statutory benefits by June 2021	Good governance and administrative services enhanced	26 water sector staff provided with statutory benefits by June 2021
Emergence and disaster management improved	7 water intakes and storage infrastructures terraced and protected in the district by 2021	Emergence and disaster management improved	7 water intakes and storage infrastructures terraced and protected in the district by 2021

Result area: Finance and trade

Strategic objectives:

A: Service improved and HIV/AIDS infection reduced.

B: Effective implementation of the national anti-corruption strategy enhanced and sustained.

C: Improved access, quality and equitable social services delivery.

E: Enhanced good governance and administrative services.

Strategic Objective	Target	Strategies	Performance indicators
Service improved and HIV/AIDS infection reduced	HIV/AIDS awareness provided to 16 staff by June 2023.	Conduct training on HIV/AIDS to staff.	Number of staff capacitated
Effective implementation of the National Anti-corruption Strategy enhanced and sustained.	3 Finance staff capacitated on the effects of corruption by June 2023.	Create awareness Conduct training	Number of staff capacitated
Improve Access, Quality and Equitable social services delivery.	Revenue collection from own sources increased from 81.1% to 100% by June 2023.	Conduct frequently revenue collection visit. Routine inspection on revenue receipts books. Procure transport facility for revenue collection. Identify new sources of revenue from natural resources	Percentage increase of revenue collected from own sources
Enhance Good Governance and Administrative Services.	5 Participation plan and budget for council prepared and implemented annually by all stakeholders by June 2023.	Prepare and enhance stakeholders' participatory plan and budget Capacitate stakeholders and staff	Number of participatory plan and budget
	EPICOR accounting package/systems established by June 2023.	Allocate fund. Conduct training to staff	EPICOR system established
	International financial management rules and	Staff training Integrated financial	Number of staff trained

Strategic Objective	Target	Strategies	Performance indicators
	standards adhered and used by June 2023.	management system to be used	
	5 Clean Audit reports attained by June 2023.	Prepare financial report in accordance with financial standards and rules. Improve internal control system	Number of clean audit reports
	Entrepreneurship knowledge and skills disseminated on trade and marketing on 17 wards by June 2023.	Conduct entrepreneurs trainings and seminars to 17 wards	Number of trainings and seminars
	400 Councils" traders capacitated and supported by June 2023.	Entrepreneurship knowledge and skills disseminated on trade and marketing.	Number of traders capacitated
	Finance office room increased from 2 to 5 rooms by June 2023.	Mobilize fund Hire 2 rooms for office use	Number of room hired
	Revenue from trade increased from 19 million to 200 million by June 2023.	Mobilize fund. Create good investment environment. Improve revenue collection mechanism.	Amount of revenue increased
	Increase number of registered traders from 107 to 400 by June 2023.	Mobilize fund. Create good investment and business environment to 17 wards	Number of traders increased
	Councils" local industries investment policy introduced and implemented by June 2023.	Create awareness. Conduct participatory trainings and meetings	Policy implemented
	1 Agriculture and other natural resources business center is organized and built by June 2023.	Mobilize fund Create awareness.	Number of center built

Results Area: Internal Audit

Strategic objectives;

A: Service improved and HIV/AIDS infection reduced.

B: Effective implementation of the national anti-corruption strategy enhanced and sustained.

C: Improved access, quality and equitable social services delivery.

OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATOR
Improved and HIV/AIDS infection reduced.	Prevalence rate of HIV/AIDS decreased from 1.3% to 0.1 % by June 2023	Examine the controls over HIV/AIDS resources expenditure.	Number of HIV/AIDS infection cases reduced.
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained.	Prevention and detection of fraudulent acts improved from 70% to 90% by June 2023	Create awareness on ethical conduct related training schemes among Council staff.	Number of fraudulent cases reduced
Improve Access, Quality and Equitable Social Services delivery.	Quality and value of developmental projects increased from 70% to 80% by June 2023.	Evaluate the design and adequacy of controls over project implementation.	Number of quality development project increased
	Internal controls system over expenditure improved from 70% by 90% by June 2023	Examine the design and adequacy of controls over expenditure.	Unqualified audit opinion attained.
	Working environment of 2 internal audit staff improved from 50% to 80% by June 2023	Provide statutory benefits. Train staff	Quality of services improved

Result Area: Works

Strategic objectives:

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

C: Improved access, quality and equitable social services delivery

D: Increased quantity and quality of social services and infrastructure

Strategic Objectives	Target	Strategies	Performance indicators
Service improved and HIV/AIDS infection reduced	7 Works staff capacitated on infections and prevention measures of HIV/AIDS by June 2023.	Create awareness Conduct training	Number of staff capacitated
Effective implementation of the national anti-corruption strategy enhanced and sustained	7 works staff capacitated on prevention of corruption by June 2023.	Create awareness Conduct training	Number of staff capacitated.
Improved access, quality and equitable social services delivery	238 kms of new road constructed by June, 2023	Prepare and submit project Proposal to the donors. Acquire project funds. Prepare design of the new road. Procure Civil works contractors. Conduct regular monitoring, Supervision and project evaluation. Prepare and submit project report to the relevant authorities.	Total Kms constructed
	200 village government leaders trained on road reservation by June 2023	Conduct training to the 25 villages on importance of road reservation and proper use of road network.	Number of village leaders trained.
Increased quantity and quality of social services and infrastructure	516 kms of district and feeder roads rehabilitated by June , 2023	Conduct road condition survey, Prepare projects maintenance plan Procure civil works contractors	Total Kms rehabilitated/ maintained

Strategic Objectives	Target	Strategies	Performance indicators
		Conduct monitoring, supervision and evaluation	
	22 bridges and box culverts constructed by June 2023	Conduct bridge condition survey. Conduct planning maintenance project Procure civil works contractors Conduct monitoring, supervision and evaluation	Number of bridges/ box culvert constructed.
	10 bridges and box culverts rehabilitated by June 2023	Conduct bridge condition survey. Conduct Planning maintenance project Procure civil works contractors Conduct regular monitoring, Supervision and evaluation. Prepare and submit project report to the relevant authorities.	Number of bridges/ box culvert rehabilitated

Result Area: Health

Strategic objectives:

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

C: Improved access, quality and equitable social services delivery

D: Increased quantity and quality of social services and infrastructure

E: Enhanced good governance and administrative services

F: Improved social welfare, gender and community empowerment

G: Improved emergency and disaster management

Strategic objectives	Targets	Strategies	Performance indicators
Service improved and HIV/AIDS infection reduced	Prevalence of HIV reduced from 3.6% to 0% by June 2023	Sensitize the community on voluntary counseling and testing Create awareness Provide Sexually Transmitted Infection (STI) case management services Promote safer sex through consistent and proper use of condoms	Percentage of HIV prevalence reduced
	Mother to child transmissions of HIV/AIDS reduced from 5% to 0 % by June 2023	Conduct orientation on Prevention of Mother To Child Transmission (PMTCT) Sensitize community Coordinate data collecting tools and Dried Blood Sample (DBS) collection	Percentage of transmissions of HIV from mother to child reduced.
	Percentage of patients eligible for Ant retroviral Therapy (ART) increased from 80 % to 95% by 2023	Order and distribute ARV's to health facilities Sensitize community	Percentage of patients initiated on ART increased
	240 health staff capacitated on infections and prevention measures of HIV/AIDS by June 2023	Create awareness Conduct training	Number of staff capacitated
Effective implementation of the national anti-corruption strategy	240 health staff capacitated on prevention of corruption by June 2023	Create awareness Conduct training	Number of staff capacitated

Strategic objectives	Targets	Strategies	Performance indicators
enhanced and sustained			
Improved access, quality and equitable social services delivery	Maternal mortality rate reduced from 78/100,000 to 20/100,000 by June 2023	Conduct training Provide medicine and equipment Provide Comprehensive Emergency Obstetric and Neonatal Care (CEmONC) service Sensitive community	Proportional of maternal mortality rate reduced
	Infant Mortality rate decreased from 8/1000 to 2/1000 by June 2023	Provide CEmONC service Conduct CEmONC training	Proportional of infant mortality rate reduced
	Under five mortality rate reduced from 9/1000 to 2/1000 by June 2023	Conduct training on Reach Every Child (REC) approach Provide immunization package	Proportional of under-five mortality rate reduced
	Immunization coverage increased from 96% to 100% by June 2023	Provide immunization package Sensitive community Establish mobile clinic Conduct supportive supervision of REC strategy	Percentage of immunization coverage increased
	Number of home deliveries reduced from 5% to 0 by June 2023	Sensitive community Conduct supportive supervision to community health workers on community Maternal Newborn and Child Health (MNCH)	Number of home deliveries reduced
	Percentage of clinic attendance under 12 weeks to pregnant mothers increased from 19% to 85% by June 2023	Conduct integrated MNCH supportive supervision Sensitize community	Percentage of clinic attendance at 12 weeks to pregnant mothers increased
	Prevalence of stunting to children aged 0-59 months reduced from 34% to 5 % by June 2023	Provide Early Child Development (ECD) services Conduct training on ECD Conduct supportive supervision Facilitate advocacy and sensitization	Percentage of stunting reduced
	Medicines and medical supplies in health facilities increased from 74% to 95 % by June 2023	Procure additional drugs using CHF Sensitize the community to join CHF Allocation of fund for drugs and medical equipment 33.3% from basket fund	Percentage of medicines, medical supplies increased

Strategic objectives	Targets	Strategies	Performance indicators
	Diagnostic supplies in health facilities increased from 60% to 100% by June 2023	Procure diagnostic supplies using CHF Sensitize the community to join CHF Allocation of fund for drugs and medical equipment 33.3% from basket fund	Percentage of diagnostic supplies increased
	Percentage of CHF members increased from 46% to 85% by June 2023	Sensitize the community to join CHF Create awareness	Percentage of CHF members increased
	Incidence of non-communicable diseases reduced from 3.6% to 2% by June 2023.	Sensitize the community on prevention of non-communicable diseases Supply medicines and medical equipments Conduct training	Percentage of incidences of non-communicable diseases reduced
	Incidence of communicable diseases reduced from 4.1% to 2% by June 2023.	Sensitize the community on prevention and control of communicable diseases Supply medicines and medical equipments Conduct training Conduct mass screening	Percentage of incidences of communicable diseases reduced
	Percentage of households with acceptable toilets increased from 39.46% to 85% by June 2023	Conduct training Conduct supportive supervision Conduct triggering to all villages and sub villages Enforce council by laws Community sensitization	Percentage of households with acceptable toilets increased
	Percentage of households with acceptable hand washing facilities increased from 20% to 85 % by June 2023	Conduct training Conduct supportive supervision Conduct triggering to all villages and sub villages Enforce council by laws Community sensitization	Percentage of households with acceptable hand washing facilities increased
	106 traditional healers trained on good practices of traditional therapy by June 2023	Conduct training Create awareness Community sensitization	Number of traditional healers trained
Increased quantity and quality of social services and infrastructure	One District hospital constructed by June 2023	Mobilize construction materials Mobilize funds for construction of buildings	District hospital constructed
	Number of health centers increased from 4 to 10 by June 2023	Mobilize construction materials Mobilize funds for construction of buildings	Number of health centres constructed

Strategic objectives	Targets	Strategies	Performance indicators
	Number of dispensaries increased from 29 to 45 by June 2023	Mobilize construction materials Mobilize funds for construction of buildings	Number of dispensaries constructed
	Number of staff houses increased from 39 to 50 by June 2023	Mobilize construction materials Mobilize funds for construction of buildings	Number of staff houses constructed
	District Health Management Information System (HMIS) strengthened by June 2023	Collect data Analyze data Centralize staff database	HMIS maintained
Enhanced good governance and administrative services	Percentage of health in charge to commit errors on health producers decreased from 25% to 0% by June 2023.	Disseminate policies, regulations, guidelines and circulars Conduct support supervision Conduct meeting Conduct training	Percentage of committing errors reduced
	240 health staff provided with statutory allowance by June 2023	Provide leave allowance Provide subsistence allowance Allocate funds for burial expense	Number of health staff paid statutory allowance
	Percentage customers served increased from 50% to 80% by June 2023	Procure working tools Manage referrals Procure ambulances and diesel Strengthen Public Private Partnership (PPP) Conduct meeting	Percentage of customers served
	New employed health staff in 34 health facilities oriented on their roles and responsibilities by June 2023	Conduct orientation to newly employed health staff	Number of new health staff oriented on their roles and responsibilities
Improved social welfare, gender and community empowerment	Violence Against Children (VAC) reduced in community from 45% to 10 % by June 2023	Train community on child act and by laws Sensitize community Refer VAC cases to other responsible implementers Facilitate case management	Percentage of violence against children reduced
	Child protection systems established and strengthened in 17 wards by June 2023	Facilitate learning sessions Conduct supportive supervision Conduct review and experience sharing meeting	Number of ward child protection teams established

Strategic objectives	Targets	Strategies	Performance indicators
	Number of Most Vulnerable Children (MVC) reduced in the community from 4127 to 1000 by June 2023	Conduct training Sensitize community create MVC committee	Number of most vulnerable children reduced
	Number of identified elderly supported from 3500 to 4000 by June 2023	Provide medical support to the needy. Make health cards for elderly. Establish elderly committee's Establish elderly data	Number of elderly supported
Improved emergency and disaster management	1 functioning emergency unit for disaster management established by June 2023	Procure drugs and equipment for disaster management Train staff on disaster management	Unit of disaster management established

Results Area: Land and Natural Resource

Strategies objective:

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

H- Sustainable management of natural resources and environment for the community

Strategic objective	Target	Strategies	Performance indicator
Service improved and HIV/AIDS infection reduced	Awareness about HIV/AIDs to 14 staff of Land and Natural Resources department ensured by June, 2023	Facilitate training to 14 Employees	Number of employees trained on HIV/AID's awareness.
National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness about corruption to 14 staff of Land and Natural Resources department ensured by June 2023	Facilitate training to 14 Employees	Number of employees trained on Corruption awareness.
Sustainable management of natural resources and environment for the community	Ensure Land management and utilization through provision of granted and customary certificates right occupancy from 137 to 537 and 24 to 800 achieved by June 2023	Provide enough fund for the preparation of the surveyed plots	Prepared Town planning drawings
		Provide enough fund for the preparation of the land use plan	Prepared customary rights of occupancy
		Purchase 2 motor vehicles and survey equipment.	Availability of motor vehicle and survey equipments

Strategic objective	Target	Strategies	Performance indicator
		manage basic survey and mapping activities to 200 plots	
	Cadastral survey conducted to 200 farms by 2023	Provision of the enough fund for the cadastral survey	Availability of surveyd farms
	200 valuation reports prepered by june 2023	Conduct the valuation for lands and properties to the institutions and individuals	Increased number of land collateral
	Department activities be implemented at the right time by June 2023	Working environment to land and natural resources staff improved	Status or quality of activities implemented at the right time
		Ensure the various activities are implemented timely	
	5 skilled staff hired by june 2023	Conduct Recruitment	Number of skilled staff recruited
		Facilitate 8 staff on long professional courses	
		Facilitate 5 staff on various shot courses	
	Conducive working environment to 14 staff ensured by June 2023.	Provide employment benefits to 5 staff by June 2023	Working enviroment improved
		Purchase stationeries and printer accessories.	
		Purchase office equipments and furnitures.	
		Prepare quarterly and annual reports by June 2023	
		Enable 14 staff to undertake short course training on working tools by June 2023	
		Purchase working tools	
	Ensure land and crop rates are available by June 2023	Conduct market research on lands and crop market and prepare data base.	Number of valuation reports prepared.
	Ensure land conflicts are Reduced/solved by June 2023	Create awareness/ educate people on land laws.	Number of Solved/reduced conflicts.

Strategic objective	Target	Strategies	Performance indicator
	Ensure Forest and Wildlife resources are protected from 20% to 100% by June 2023	Control and management of the Environment and water sources	Number of tree planted
		Create awareness to the Communities on importance of planting and conservation of Natural forests.	
		Sensitise the community to establish tree nurseries	Number of established tree nurseries
		Sensitise the community to participate in forest conservation	Number of preserved forests
		Facilitate and conduct anti-poaching patrols	Number of about Reports patrols conducted
		Purchase patrol gears	Set of patrol gears purchased

Result Area: Election unit

Strategic objectives:

A: Service improved and HIV/AIDS infection reduced

B: Effective implementation of the national anti-corruption strategy enhanced and sustained

E: Enhanced good governance and administrative services

Strategy objective	Target	Strategy	Performance Indicator
Service improved and HIV/AIDS infection reduced	2 Staff capacitated on HIV/AIDS infection by June 2023	Train staff	Number of staff capacitated
Effective implementation of the national anti-corruption strategy enhanced and sustained	2 staff capacitated on combating petty corruption by June 2023	Train staff	Number of staff trained

Strategy objective	Target	Strategy	Performance Indicator
Enhanced good governance and administrative services.	516 returning officers enhanced on General election process by June 2023.	Update voters registration book Maintain transport facilities(vehicles) Conduct training Supervise election process.	Number of returning officers enhanced
	Local government election process in 70 villages enhanced by June 2023	Purchase 2 modern Computer for data base storage. Procure office consumable Update voters registration book Conduct training Supervise election process	Number of election conducted
	Election of hamlet and Village chairperson conducted by June 2023	Prepare election plan and budget	-Election plan and budget in place -Number of elections conducted

Result Area: Procurement management unit

Strategic Objectives

A: Service improved and HIV/AIDS infection reduced.

B: Effective implementation of the national anti-corruption strategy enhanced and sustained.

E: Enhanced good governance and administrative services.

Strategic Objective	Target	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	3 Procurement staff capacitated on the effects of HIV / AIDS by June 2023	Train staff Create awareness	Number of staff capacitated
Effective implementation of the National Anti-corruption Strategy enhanced and sustained	3 Procurement staff capacitated on the effects of corruption by June 2023.	Create awareness Conduct training	Number of staff capacitated
	All councils" stakeholders capacitated on the effects of corruption by June 2023.	Create awareness. Open tenders procedures	

Enhance Governance and Administrative Services	Good	1 Procurement unit staff facilitated on procurement procedures by June 2023	Conduct training	Number of staff trained
		5 annually procurement plan prepared by June 2023.	Prepare timely procurement procedures	Number of procurement plan.
		Public procurement guidelines and rules adhered and followed by June 2023	Conduct training	Number of staff trained
		3 staff capacitated with new and modern procurement rules and procedures (Procurement Act of 2011)	Provide training to 3 staff	Number of staff trained
		5 physical stock taking reports prepared by June 2023	Physical stock taking. Stock valuation procedures	Number of reports prepared

Result area: Information and Communication Technology

Strategic objectives:

E: Enhanced good governance and administrative Services

Strategic objectives	Target	Strategy	Performance Indicator
Enhanced good governance and administrative Services	Customer served per day increased from 26 to 100 by June 2023	Provide office equipment (furniture, computers, printers, photocopier etc) Procure office refreshments Procure office consumable Install different computer software -Upgrade and repair of network (LAN) fault. Effective internet connection.	Number of customer served
	Security of 26 council computers and data improved by June 2023	Purchase ant virus Install antivirus Create user accounts Daily backup of data to the external devices	Number of computers secured
	Council websites and webmail maintained by June 2023	Update website and webmail Maintain website and webmail Settle annual website and webmail service fee	Activeness and accessibility of council website and webmail maintained
	Enough staff is available at ICT Unit by June 2023	Employ 4 more staff at ICT Unit	Number of staff employed

CHAPTER FOUR

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW

FRAMEWORKS

Implementation

The problem with many strategic plans is rushing from plan preparation to plan implementation without first developing implementation plan. It is constantly important to adhere to the planning principles, particularly the principle that says “plan your work, work your plan.” Therefore, management and members of the staff of Singida District Council decided to put in place implementation framework of their strategic plan, particularly, how to do different tasks at different levels and thereafter, carry out their work/tasks according to what they have planned to do and not otherwise.

Planning before implementation is potentially important basing the following reasons:

- ☐ Avoid or minimize delays or overlapping of activities during actual implementation
- ☐ Elicit the sense of ownership, commitment and responsibility towards effective implementation among various actors/stakeholders
- ☐ Allow easy implementation by identifying activities that are similar and can go together and separate those that can not
- ☐ Easy budget forecast and cash flow plans, develop expenditure and procurement plans and thus budget control
- ☐ It gives good knowledge to the implementers to understand nature and scope of the plan clearly, especially ways of undertakings
- ☐ Basic step for managing resources such as money, time, people, materials, energy and facilities.

District Executive Director (DED), will be the responsible and accountable for the successful implementation of Singida District Council’s strategic plan. DED is the overseer for all activities related to the strategic plan implementation in the District while the Council Management Team (CMT) will be the advisory unit to DED who shall regularly report to the council’s authority (Full Council) regarding the performance of

strategic plan. To enhance effective implantation, broad participation is highly respected; thus following are the responsible implementation actors:

- ☐ District Executive Director (overseer)
- Council's management team (advisory team)
- All council's employees (staff members)
- Council's statutory committees
- Council's authority (Full Council)
- ☐ Community members (i.e. Community labour force, community resource contribution, village project committees, school committees, school boards, health facility committees etc.)
- ☐ Other key stakeholders

For the successful implementation of all services areas, the planning, statistics and monitoring department is devoted to coordinate and provide oversight on the implementation of the strategic plan. On the other hand, the rest of the departments and units shall be responsible for the day to day operations of the strategic plan with support from the key stakeholders from within and/or outside the District. For smooth operationalisation of a District strategic plan following tools for implementation shall be put in place:

- ☐ Annual plan and budget (MTEF)
- ☐ Annual action plan
- ☐ Annual cash flow plan
- ☐ Annual procurement plan

Well revised, inclusive and contented implantation plan often do consider detailed information such as activities and all tasks of every activity, milestones (target) for the activities, time frame for activity undertaking, duration for implementing each activity, responsible person (in-charge) for each activity, identification and quantification of input resources and their cost implications for effective implementation and better performance. Table 69 presets an agreed guide for the effective implementation of the District strategic plan

Table 69: A guide for implementation of strategic plan

Service Area	Strategic objective	Set target	Annual target	Annual activities	Resource required	Resource estimates	Responsible actor

Monitoring

Monitoring is basically an internal activity undertaken by those implantation actors; it is an essential part of day to day District council's activities trying to assess whether the inputs of a given activities are being used as intended to produce the desired output and whether have initial effects as planned. Monitoring is a forward looking management function with major question "is the plan progressing towards meeting its objectives" data collected is ex-ante of decision and provides a guide to "how well a council is doing"

Purpose of monitoring is to provide a regular oversight of the implementation of an activity in terms of input delivery, work schedules and target outputs. Through such routine data gathering, analysis and reporting strategic plan monitoring aims at:

- ☐ Providing councils management, staff and other stakeholders with information whether progress is being made towards achieving intended targets
- ☐ Provide regular feedback to enhance the on-going learning, experience and to improve planning process and effectiveness of intervention
- ☐ Increase project/programs accountability with donors and development partners
- ☐ Enable management and staff members to identify and reinforce initial positive results, strengths and successes
- ☐ Alerts management on actual and potential project weaknesses, problems, and shortcomings before it is too late
- ☐ Provides management with opportunity to make timey adjustment and corrective actions to improve work plan design and implantation strategies and
- Checking on condition of target group by assessing on-going target group situation and identifying changes that are likely brought about by implemented plan activities. In this regard monitoring assists council's management to check whether the plan assumptions made are still valid, whether the council is still focused towards attaining its vision.

Other objectives of monitoring are to:

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

Monitoring of the Singida District Council's 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 that's expected to give potential information for evaluation process. Most important is that as far as participatory planning is concerned, monitoring should also give consideration to active participation of all potential stakeholders as proposed hereunder:

- ☐ District Executive Director (overseer)
 - Council's management team (monitoring team)
 - Council's statutory committees
 - Council's authority (Full Council)
- ☐ Community owned committees and boards
- ☐ Other potential stakeholders

Preparation of comprehensive monitoring reports shall be done quarterly, semi-annually and annually and its preparation should be coordinated by the head of the planning statistics and monitoring department and consolidate for presentation and submission to the higher organs of Singida District Council community such as the CMT, council's committees, Full Council and other potential stakeholders as per authorized rules,

guidelines and directives. Table 70 presets an agreed guide for the effective monitoring of District strategic plan.

Table 70: A guide for monitoring of district strategic plan

Service area	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Target achievements	Encountered challenges	Remedial actions

Evaluation

Evaluation is basically a periodic collection and analysis of data directly related to planned activities if a given interventions within an organization. The primary purposes of evaluation are:

- ☐ To verify if plan implementation is really running as originally planned
- To identify signs of strengths and weaknesses that enable council's management to improve future planning, delivery of services and decision making
- Assisting council's management, staff and other stakeholders to determine in a systematic and objective way, the relevance, effectiveness and efficiency of activities (both expected and unexpected) in the light of specified strategic objectives
- ☐ Mid-term evaluation serve as a means of validating the results of initial assessment obtained from monitoring reports
- ☐ Evaluation determines the extent to which the interventions are successful in terms of their impact and sustainability of results
- ☐ Assisting councils management to carry out a thorough review and re-thinking about their projects in the light of their targets, strategic objectives, vision and means of achieving them
- ☐ Generating detailed information about implementation process, results and impacts which can be used for public relations, fundraising, promotion of community services and identification of project replication and
- ☐ Evaluation often document and explain the causes as to why activities succeeded or failed. Such documentation can help in making future activities more relevant and effective

In order to assess the plan performance, two forms of evaluation is recommended for the entire plan period. One is annual basis evaluation (at the end of each financial year) and the second is mid-period evaluation (after two and half years). However, interim evaluation can be conducted and reported by internal evaluators. Internal evaluation may involve the following actors:

- ☐ Councils management team (HoDs & units)
- Council's statutory committees
- ☐ Representatives of community owned committees and boards
- ☐ Representatives of potential stakeholders

Table 71 gives a simple guide for internal evaluation

Table 71: Proposed/agreed evaluation format

Service Area	Strategic objectives	Set targets	Achievement made	Encountered Variation	Reasons for variation	Remedial actions

To ensure effective and comprehensive evaluation, Singida District Executive Director under the discretion of council's authority (full council), will establish District Evaluation Team (DET) comprising multi-dimensional disciplines from within and outside the council. The team will be responsible to set out a clear schedule for evaluation process, criteria or standards, resources required and potential actors. On top of that, evaluation team will prepare and present to the council's management such evaluation plan for review and submit to the council's authority for approval. In short, following are the roles of evaluation team:

- ☐ Set well established evaluation plan/process
- ☐ Set evaluation criteria and standards
- ☐ Identify evaluation resource and prepare evaluation budget
- ☐ Submit evaluation plan to the councils management for review
- ☐ Submit evaluation plan to the councils authority for approval
- ☐ Conduct in-depth and comprehensive evaluation
- Prepare and submit evaluation report to the council's management for submission to council's authority

The evaluation team will be responsible to conduct thorough evaluation on the performance of implemented strategic plan, which will be done on annual basis, mid-period and at the end of plan period (after five years) as indicated below:

- Quarterly/semi-annual (ongoing) evaluation – CMT, council’s statutory committees and community owned committees and boards
- Annual evaluation (at the end of every financial year) – DET
- Mid-period (after two and half years) –DET
- End of plan implementation (after five years) - DET

At the end of five years of implementation of District strategic plan evaluation team shall undertake a more detailed comprehensive evaluation to determine in a systematic and objective way, the relevance, effectiveness and efficiency of activities (both expected and unexpected) in the light of specified strategic objectives. Table 72 gives a simple guide for comprehensive evaluation

Table 72: A guide for a comprehensive evaluation

Service Area	Strategic objectives	Set targets	Achievement made	Observed shortcoming	Lessons learnt	Proposed way forward

4.4. Review

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

A part from reporting at the various 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.

4.5 Risk Management and Assumption

4.5.1 Risk management

Risk management is a rapidly developing discipline and there are many and varied views and descriptions of what risk management involves, how it should be conducted and what it is for. Some form of standards is needed to ensure that there is an agreed. Importantly, the standard recognizes that risk has both an upside and a downside. Risk management is not just something for corporations or public organizations, but for any activity whether short or long term. The benefits and opportunities should be viewed not just in the context of the activity itself but in relation to many and varied stakeholders who can be affected.

There are many ways of achieving the objectives of risk management and it would be impossible to set them all out in a single document. Therefore it was never intended to produce a prescriptive standard which would have led to a box ticking approach or to establish a certification process. By meeting the various component parts of this policy, albeit in different ways, organizations will be in a position to report that they are in compliance. The policy represents best practice against which council can measure itself.

For the successful implementation of Singida District Councils' strategic plan risk management is a prerequisite aspect. A systematic approach to managing risks throughout the whole organization's plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. Working in achieving its objectives in a rapidly changing world, Singida District Council needs an integrated organization-wide approach to manage uncertainty.

It presupposes the strengthening of existing analysis, management and communication capacities and calls for the need to set up and implement preventive, mitigation and reactive plans. Systematic management of risk at all levels of the District council and at each stage of programming will improve planning efficiency and service delivery, and will allow better and more reliable decision-making. Risk management therefore will form an integral part of strategic plan implementation and results based management.

Table 73: Risk analysis matrix for Singida District Council

S/n	Risk	Description of Risk	Risk category	Likelihood of Risk	Impact of Risk	Risk Mitigation
1	Inadequate release of funds	Development funds may not be released according to approved budget	Economic	High	Some projects may not be implemented Loose trust to the community	Strengthen internal revenue collection
2	Untimely release of funds	Late disbursement of funds from central government	Economic	High	Ad hock projects implementation Loose trust to the community	Timely disbursement of budgeted funds
3	Withdraw of donors	Donors interest that are not matching with recipient needs	Economic	High	Inability to implement potential projects Loose trust to the community Loose trust to the donors	Strengthened own source revenue collections
4	Labour turnover	Resignation, employee not reporting to working station	Economic	High	Shortage of staff Low performance	Motivation and incentives retention scheme Staff recruitment
5	Drought	Shortage of rainfall (less than 600mm)	Environmental	Very high	low production Malnutrition Low revenue collection	Environmental conservation
6	Floods	Climatic change	Environmental	high	Loose of properties Destruction of infrastructure Shortage of food Outbreak of diseases	Preparedness Early warning
7	Breach of confidentiality	Some staff may not be trustful , they may disclose government confidential issues	Administrative	Medium	Council's reputation jeopardized Conflict at working place Work morally reduced	Regular training on good governance Regular vetting of organization staff Various code of conduct
8	Theft of Money	Absence of strong room	Economic	Very high	Loss of fund	Procure self Construct strong room
9	Leakage of National Examination	Absence of strong room	Administrative	High	Loss of reputation Cost of repeat examinations	Construct strong room

10	Fire explosion	Lack of fire control equipment	Administrative	high	Destruction of office buildings and documents	Purchase fire extinguishers and train staff on its uses
11	Motor vehicle accidents	Limited funds for comprehensive insurance	Administrative	High	Loss of property as a result of accidents	Comprehensive insurance
12	Bad debts	Provision of loans to socio-economic groups	Economic	Very high	Loss of funds	Effective screen of loan beneficiaries
13	Inflation	Rising of price compared to budget	Economic	Medium	Weak purchasing power.	During budgeting consider inflation forecast.
14	Outbreak diseases	Communicable Unforeseen diseases	Health	Medium	Loss of human resources.	Allocate fund for emergency. Awareness creation
15	Council database systems collapse	Computer systems may collapse due to internet viruses	Administration	High	Loss of potential data	Use of Ant-virus and backups
16	Council to be sued	Chances of occurrence of conflict on constructs and legal agreements	Administration	High	Loss of reputation Loss of funds	Fairly good terms of agreement and adherence to terms conditions
17	Change government directives	Changes of directives during budget implementations	Administration	Medium	Affects existing plans and budget Operations Difficulty	Provision for emergence funds