

UNITED REPUBLIC OF TANZANIA



PRESIDENT 'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



**MTWARA MIKINDANI MUNICIPAL COUNCIL  
STRATEGIC PLAN  
2018/2019-2022/2023**



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## **EXECUTIVE SUMMARY**

Mtwara Mikindani Municipal Council is a strategic economic hub for industrialisation in the southern corridor. This strategic plan therefore, is prepared in prospect of fostering the municipality to an industrialized city with high quality services delivery for sustainable development of community members. In achieving its long term dream the council is committed to effective and efficient use of it's available resources in providing conducive environment for industrial investment; and provision of high quality services for human development. All of these shall be realised through strategic objectives coded from A to I. that include: A. Services Improved and HIV/AIDS Infections Reduced; B. National Anti-Corruption Implementation Strategy Enhanced and Sustained; C. Access to Quality and Equitable Social Services Delivery Improved; D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased; E. Good Governance and Administrative Services Enhanced; F. Social Welfare, Gender and Community Empowerment Improved; G. Management of Natural Resources and Environment Enhanced and Sustained; H. Local Economic Development Coordination Enhanced; and I. Emergency and Disaster Management Improved. Participatory approach was used in the process of strategic plan preparation with involvement of management team of the municipal council who were head of departments, head of units and consortium of other stakeholders. Analysis of internal and external environment was conducted where both qualitative and quantitative data were collected with the aim of determining the level of service delivery. The environmental diagnosis resulted to identification of critical issues from each sector to be addressed in the next five years. Moreover, in determining the existing situation for future projection, both primary and secondary data were collected analysed and presented. Primary data were

collected through checklist, brainstorming, Key informant interview, while secondary data were mainly collected through documentary review. Data presentation is in the form of expressions in terms of text, figures, tables and matrixes. In contributing towards overall national direction, the plan has mainstreamed the CCM party manifesto 2015/2016-2020-/2021, the Tanzania Development Vision (2025),The Long Term Perspective Plan (LTPP 2011/2012-2025/2026), the Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II), Tanzania Mini- Tiger Plan, East African Community Initiatives, Agenda 2063: The Africa We Want, Sustainable Development Goals (SDGs), Integrated Industrial Development Strategy 2025 and sectoral polices. The plan is divided into Five chapters where by chapter One presents background information and strategic planning process, chapter Two provide information on situation analysis of the council, chapter Three presents performance review on the implementation of the previous 2013/2014 - 2017/2018 strategic plan, chapter Four presents the plan where the vision, mission, strategic objectives and strategic plan matrix have been provided; and chapter Five describe the implementation, monitoring, evaluation, plan review, internal and external reporting plan. The successful implementation of this strategic plan shall be guided by 6 major guiding principles that must be adhered by all stakeholders that include: Gender sensitivity, creativity and innovation, teamwork, fair distribution of resources, transparency, integrity and accountability at all levels.

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## LIST OF ABBREVIATIONS AND ACRONYM

AFO	Agriculture Field Officers
AMCOS	Agricultural Marketing Cooperative Society
CEO	Chief Executive Officer
CRSA	Control Risk Self Assessment
ERM	Enterprise Risk Management
ISO	The International Organisation for Standardization
LAFM	Local Authority Financial Memorandum
ATO	Agricultural Technician Officer
BOT	Bank of Tanzania
BS	Blood Slide
CAG	Controller and Auditor General
CBD	Central Business District
CBOs	Community Based Organisations
CBPP	Contagious Bovine Pleural Pneumonia
CCM	Chama Cha Mapinduzi
CEmONC	Comprehensive Emergency Obstetric and Newborn Care
CEO	Chief Executive Officer
CMT	Council Management Meetings
CO	Cooperative Officers
COBET	Complimentary Basic Education in Tanzania
COWSO	Community Owned Water and Sanitation Organisation
CRSA	Control Risk Self Assessment
DFF	Facility Financing System
DPR	Desk Pupil Ratio
EAC	East African Community
ERM	Enterprise Risk Management
FAW	Fall Army Worm
FBOs	Faith Based Organizations
FDI	Foreign Direct Investment
GBV	Gender Based Violence
GDP	Growth of Domestic Product

HIV	Human Immunodeficiency Virus
HoDs	Heads of Department
HoSs	Heads of Section
IAG	Internal Auditor General
ICT	Information communication Technology
IIA	Institute of Internal Auditors
IIDS	Integrated Industrial Development Strategy
IPPF	International Professional Practices Framework
IRM	Institute of Risk Management
IRMF	Institutional Risk Management Framework
ISACA	Information Systems Audit and Control Association
ISO	The International Organisation for Standardization
ITAF	Information Technology Assurance Framework
ITV	Independent Television
LAFM	Local Authority Financial Memorandum
LAN	Local Area Network
LGAs	Local Government Authorities
LGRCS	Local Government Revenue Collection Information System
LTPP	Long Term Perspective Plan
MAICO	Municipal Agriculture Cooperative Officer
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MIA	Municipal Internal Auditor
MMMC	Mtwara Mikindani Municipal Council
MRDT	Malaria Rapid Diagnostic Test
MSD	Medical Store Department
MSEO	Municipal Sanitation and Environmental Officer
MTEF	Medium Term Expenditure Framework
NEMC	National Environmental Management Council
NGOs	Non-Governmental Organizations
NHIF	National Health Insurance Fund
NVR	National Voters Register
O&M	Operation and Maintenance
OOP	Out of Pocket
OPD	Outpatient department services

OPRAS	Open Performance Review Appraisal System
PAFO	Principal Agriculture Field Officer
PITC	Provider Initiative Testing and Counseling
PSLE	Primary School leaving Examination
RAS	Regional Administrative Secretary
RIMS	Risk Management Society
RS	Regional Secretariats
SDGs	Sustainable Development Goals
SEZ	Special Economic Zone
SIDO	Small Scale Industry Development Organisation
SIDP	Sustainable Industrial Development Policy
SME	Small Medium Enterprise
SWOC	Strengths Weaknesses Opportunities and Challenges
SWOC	Strength, Weaknesses, Opportunities, and Challenges
TARURA	Tanzania Rural and Urban Roads Agency
TBC	Tanzania Broadcasting Cooperation
TNA	Training Needs Analysis
TNFYDP	Tanzania National Five Years Development Plan
TP	Training Programme
TT2+	Tetanus Toxoid
TTCL	Tanzania Telecommunication Company Limited
TZS	Tanzania Shillings
UTT	Unit Trust of Tanzania
VAC	Violence Against Children
VCT	Voluntary Counseling and Testing
WAN	Wide Area Network
WD	Women Development Fund
YDF	Youth Development Fund

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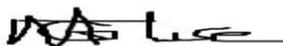
## **STATEMENT OF MUNICIPAL MAYOR**

It's my pleasure to present before you a reviewed Mtwara Mikindani Municipal Council Strategic Plan 2018/2019-2022/2023. This plan provides a direction towards achieving the overall National objectives as stated in the CCM Party manifesto 2015/2016-2020-/2021, the Tanzania Development Vision (2025), The Long Term Perspective Plan (LTPP 2011/2012-2025/2026), the Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II), Agenda 2063: The Africa We Want, Sustainable Development Goals (SDGs), Integrated Industrial Development Strategy 2025 and sectoral policies. It is clearly stated and known to community members that like other Councils in Tanzania, Mtwara Mikindani Municipal Council operates with statutory powers in line with legislation and regulations enacted by the parliament under the Local Government (Urban Authorities) Act No. 8 of 1982, in this Act the Municipal Council is mandated a wide range of functions which include: to maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, to promote the social welfare and economic well-being of all persons within its area of jurisdiction; Subject to the national policy and plans for the rural and urban development; to further the social and economic development of its area of jurisdiction; to take necessary measures to protect and enhance the environment in order to promote sustainable development; to give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services of all levels of local government authorities and to promote and ensure democratic participation in and control of decision making by people concerned.

In achieving the vision through executing its functions the council is intending to meet 9 strategic objectives that include: A. Services

Improved and HIV/AIDS Infections Reduced; B. National Anti-Corruption Implementation Strategy Enhanced and Sustained; C. Access to Quality and Equitable Social Services Delivery Improved; D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased; E. Good Governance and Administrative Services Enhanced; F. Social Welfare, Gender and Community Empowerment Improved; G. Management of Natural Resources and Environment Enhanced and Sustained; H. Local Economic Development Coordination Enhanced; and I. Emergency and Disaster Management Improved. The preparation of this strategic plan will enable our council systematically mobilise financial resources for implementation of various activities intended to improve delivery of socio-economic services to entire community. We believe that this tool will help us to make sure that all resources collected in financial years are effectively and efficiently utilised in improving delivery of services to the Municipal Council.

Lastly, I would like to appreciate the role played by my fellow councilors, development partners, central government, staff at all level and community members for their tireless support in implementing various activities in achieving council's Vision and Mission. I believe that the same spirit shall excel in the implementation of this new plan.



**Geoffrey I. Mwanichisye**  
**LORD MAYOR**  
**MTWARA MIKINDANI MUNICIPAL COUNCIL**

## **STATEMENT OF MUNICIPAL DIRECTOR**

The five years strategic plan for Mtwara Mikindani Municipal Council provides general answers on where Mtwara Mikindani is coming from? Where is it now? Where it intends to go and what is its choice? It provides council's direction on the main actions to undertake in future. The preparation of this strategic plan has involved management team and involvement of a wide range of stakeholders. It is believed that the implementation of this strategic plan shall provide an opportunity to address fundamental problems affecting large number of community members in the council. In achieving the contemporary reviewed council's vision the council has formulated targets to be achieved under each strategic objective. The content of this plan presented to you is a result of both internal and external environmental scan of the council, consultation with expert and divergent technical team of the Municipal Council. Review of heterogeneous performance reports was conducted to identify Council performance in service delivery, community perceptions and expectations to be met. The plan reflects changes of policies and environment of Mtwara Mikindani Municipal Council, as well as the clearly laid out the overall national objectives, vision and strategies.

The successful implementation of this plan depends on integrity of council's staff and maximum participation of all stakeholders. With the capacity of the existing staff at municipal council level, it is expected that the formulated strategic objectives and targets shall be timely achieved; hence resulting to improved livelihood and sustainable development of all community members. Therefore I am humbled to invite all stakeholders and development partners to participate fully in the implementation of this strategic plan for better future of community members in the council.

Once again I would like to acknowledge the hard work and commitment of all staff, council management committee members, councilors and other stakeholders as well. It is not easy to mention everyone by names but I take this opportunity to express gratitude to all who have contributed in one way or another to the completion of this important assignment. It is my hope that this document will provide a platform for the Council and stakeholders to contribute towards achieving its aspirations of empowering our community members.

A handwritten signature in blue ink, appearing to read 'Kanali Emanuel H. Mwaigobeko', written over a dotted horizontal line.

**Kanali Emanuel H. Mwaigobeko**

**MUNICIPAL DIRECTOR  
MTWARA MIKINDANI MUNICIPAL COUNCIL**

# CHAPTER ONE

## BACKGROUND INFORMATION OF THE MUNICIPAL COUNCIL AND STRATEGIC PLANNING PROCESS

### 1.1 Background Information

Mtwara-Mikindani Municipal Council started in 1948; when the colonial government decided to shift the Mtwara port from Mikindani to Mtwara. It has got the status of Municipality in July 2006. It is among the areas which have many tourists and investment attractions.

### 1.2 Geographical Location

Geographically, Mtwara Mikindani Municipal Council is situated in Southern part of Tanzania. It shares borders with Mtwara District Council and being surrounded by Indian ocean on the eastern side. The headquarters is located in Mtwara Township and its location lies between latitude 10° and 11° South of the Equator and between longitudes 40° and 41° East of Greenwich.

### 1.3 Land Area

The Council has a total land area of 163 sq. kms out of which 64 sq.kms or 39.3 percent is urban proper and 98.75 or 60.7 percent is characteristics of Sub- Urban.

### 1.4 Administrative Units

Administratively, Mtwara Mikindani Municipal Council has 2 divisions namely Mtwara Town and Mikindani. Moreover, the council is further sub divided into 18 wards and 111 Mitaa/Streets.

**Table 1: Number of divisions, wards and Mitaa/Streets**

Division	Number of Wards	Number of Mitaa/Streets
Mtwara Town	Shangani	12
	Rahaleo	5

Division	Number of Wards	Number of Mitaa/Streets
	Chuno	7
	Railway	6
	Chikongola	5
	Majengo	4
	Vigaeni	7
	Likombe	5
	Ufukoni	5
	Naliendele	13
	Tandika	5
	Mtawanya	7
Magomeni	8	
<b>Sub- Total</b>		<b>89</b>
<b>Mikindani</b>	Mitengo	3
	Magengeni	5
	Mtonya	4
	Kisungule	3
	Jangwani	7
<b>Sub- Total</b>		<b>22</b>
<b>Grand Total</b>		<b>111</b>

**Source:** Municipal Director's Office, Mtwara Mikindani Municipal Council, 2015

## 1.5 Climate, Soil and Topography

### 1.5.1 Climate

Prevailing winds are critical in determining climate for this council which borders on the Indian Ocean. During the period of November/December to April/May the dominant winds are from the north-east. The climate of Mtwara-Mikindani MC is tropical, whereas the summers are much rainier than the winters with an average temperature of 26.3 °C. Precipitation here averages 1024 mm, low precipitation is observed in August with an average of 10mm and 189mm in January. December is observed to be the warmest month with an average of

27.7 °C and July is observed to be the coolest month with an average temperature around 24.5 °C. However, precipitation varies 179 mm between the driest month and the wettest month. Also, the variation in temperatures throughout the year is 3.2 °C.

### **1.5.2 Soil**

Geology determines soils. The council is characterized with one geological zone which determines soil types. This zone is geologically the coastal sedimentary formation extending some 125 kms from the Indian Ocean up to the edge of the Makonde Plateau of Newala. This zone produces deep well drained, sandy soils of low fertility and low moisture holding capacity. They are produced from sandstones. Some areas give rise to marine heavy clay soils. Further, coastal limestone produces red, well drained and heavy textured soils.

### **1.5.3 Vegetation**

The council is divided into two different geographic vegetation belts namely the grassland and bushes in the east; woodlands covering the Northeastern side; and wooden grassland. The coastal area is covered by mangrove trees and the rest part of the council is predominantly grassland.

### **1.6 Agro-ecological zone**

Climatic conditions as well as geological features have been the base of identifying different agro-ecological zones in Mtwara Mikindani Municipal Council. Basically the council ecologically has agro-ecological zone depending to climate, landform, agriculture and soil/vegetation characteristics. The Coastal areas suitable for sea weeds (Mwani) Cultivation. Western part of the Council suitable for Cassava, Cashew nuts and millet. The southern east of Mtwara Mikindani Municipal Council has Bionomodal rainfall pattern with annual precipitation of over 600mm and the growing season last

seven months (November-May). The Soil had high fertility and of alluvial origin and low altitude.

### **1.7 Ethnic Groups**

Mtwara Mikindani Municipal Council Population is increasing rapidly due to the discovery of oil and gas. People from different areas come to the Council looking for better opportunities. The Council was originally dominated by Makonde and few other tribes especially Mwela, Yao and Makua. However, due to urbanization many people of different ethnicity and origins have migrated to the council in big numbers. The major occupation in this area is cashew nuts, maize, sorghum, millet and legumes cultivation. Small population practices livestock farming while others have engaged themselves in entrepreneurship activities.

### **1.8 Population Size, Growth and Density**

The council had 108,299 people in 2012 compared to 92,156 people counted in the 2002 Population Census, resulting in a significant increase of 15,697 people (14.5 percent) during the period of ten years. The population growth rate of the council is 1.6 percent per annum and the population projection of the council for 2017 was 115,623. Mtwara Mikindani Municipal Council is a densely populated council in the region with an average population density of 709 persons per sq. km in 2018. Its population density increased from 664 persons per sq. km. in 2012 to 709 persons in 2018.

### **1.9 Mandate of Mtwara Mikindani Municipal Council**

Like other Councils in Tanzania, Mtwara Mikindani Municipal Council operates with statutory powers in line with legislation and regulations enacted by the parliament under the Local Government (Urban Authorities) Act No. 8 of 1982, in this Act the Municipal Council is mandated the following key functions:

- To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction,
- To promote the social welfare and economic well-being of all persons within its area of jurisdiction; Subject to the national policy and plans for the rural and urban development.
- To further the social and economic development of its area of jurisdiction.
- To take necessary measures to protect and enhance the environment in order to promote sustainable development
- To give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services of all levels of local government authorities
- To promote and ensure democratic participation in and control of decision making by people concerned.

### **1.10 Methodology**

The preparation of this Strategic Plan was largely done in a participatory manner. It started with capacity building sessions to thirteen Heads of Departments and six Heads of Units, who formed a Municipal planning Team. The sessions were intended to help the Municipal planning team to gain common understanding in various strategic planning concepts, methods and tools; in order to make it easy for them to practically develop a useful strategic plan. During the sessions, the planning team was introduced to various concepts and tools that enabled them generate information needed for the preparation of this Strategic Plan.

The capacity building sessions were carried out as planning workshops, which were used to generate data through rapid assessment methodology. These workshops took five days ranging

from 10<sup>th</sup> to 15<sup>th</sup> July, 2018 , whereas at the end of each day participants were asked to provide a certain output based on the concepts and tools they had learnt. Through which data were collected, analyses and disseminated to determine the internal environment where critical issues in all sectors were identified and targets to be addressed were formulated. At the end of the fifth day, the Planning Team managed to generate all the information needed for writing the Plan.

After the planning workshops, the workshop facilitators were given opportunity to write a draft plan to be shared among heads of units and departments for review and validation. The heads of units and departments provided their comments in one-week time, whereas the facilitators incorporated and produce second draft. The second draft was presented in a one day workshop with Municipal's consortium stakeholders, ranging from Councilors, Ward Executives, Other Government Entities in the Municipal Council, Faith Based Organizations, Non-Governmental Organizations to Private sector. Thereafter, the draft was improved, circulated and presented to the respective Municipal Council's Committee and to the Full Council for comments and approval.

## **CHAPTER TWO**

### **SITUATION ANALYSIS OF MTWARA MIKINDANI MUNICIPAL COUNCIL**

#### **2.1 An Overview**

Projection of the future sustainable human development in the municipal council needs a critical analysis by taking a hard look on where Mtwara Mikindani Municipal Council came from, where is it now, where it is going and what are its choices for the next five years. In order to assess the current situation, a good deal of information was collected to determine the external and internal environment. The analysis of internal environment focused on assessment of the current situation including performance in service delivery resulted from the implementation of the previous strategic plan. While the analysis of external environment covered an overview of internal initiatives, national policies, plans and strategies; and international initiatives that have a bearing operations of the municipal council. The analysis of strengths, weaknesses, opportunities and challenges (SWOC), Stakeholders analysis and core values was also carried out and presented.

#### **2.2 Internal Environmental Scan**

##### **2.2.1 Administration and Human Resources**

Administration and Human Resource is one among 13 departments that form Mtwara - Mikindani Municipal Council. The department deals with welfare of all employees and Councilors in the Council. The core functions of the department are to: Preparation of the personal emolument for the council staff in every financial year; Interpretations of rules, laws, regulations, guideline and various circulars, analyzing and anticipating the number of staff who need short and long course trainings, Deals with recruitment process, preparing Training Needs, Analysis (TNA) and Training Programme

(TP) for the Council, Deals with promotion, transfers and confirmation of employees and Advice the Municipal Director in all matters concerning Administration and Human Resource. The Council is formed by 2 divisions, 18 Wards, and 111 mitaa with one election province. So forth council has got one elected Member of Parliament and 3 members of Parliament they are from special seats. The council has 25 councilors of which 18 councilors are ward councilors and 7 are councilors of special seats. The department deals with the administration of Ward and Mitaa, whereby the administration of Wards are under the Ward Executive Officers and Mitaa under Mitaa Executive Officers. The department also deals with overall issue of Councilors. Furthermore the department comprises two subsections. These are Administration and Human Resource. The sections work together to accomplish the Council's role of providing services the people. The department is headed by municipal Human Resource Officer, who deals with all matters of the department.

### **2.2.1.1 Administration**

All matters related to administration on all levels including Mitaa, ward and council are direct connect and coordinated under this section. Administration issues that coordinated under section are including good governance, Mitaa administration, Ward Administration, statutory standing committee meetings and Council Management meetings (CMT). In this subsection monitoring of the time table for conducting different meetings in all levels are reveled. In the period of three consecutive years from 2015/2016 to 2017/2018 coordination of 36 full council meeting out of 36, 48 council standing committee meeting out of 48, 48 council management meeting out of 48, 108 ward development committee meetings out of 216, 543 Mtaa general assembly out of 3996 and 402 Mtaa executive committee meetings out of 199.

In general the responsibilities of coordinating these meetings at all levels are vested to this department with directly supervision of Mtaa executive officer, ward executive officers and at council level coordinated by human resource officer under custodian of committee clerk. Attendance level of the community in these meetings and general assembly at Mtaa and ward level is estimated to 67% of the total population in every area of jurisdictions. This attendance ratio directly influenced by nature of the community in urban areas which the habit of participating in collective decision making in community is almost low. Coordination of these meetings should be supported by minutes that's directed to municipal director so as to enable her to note the all discussed issues at all levels of administration and taking action for all recommended issues to be done at all levels of administration.

In other hand this sub section has a responsibility of coordinating and preparing a monthly statutory payment of the councilors' in which by three consecutive years of 2015/2016 to 2017/18 subsection has prepared a payment of TZS 175,860,000.00 in which TZS 58,620,000.00 has been paid to the councilors for 25 councilors in every financial year as a sitting allowance. On the other hand the sub section has prepared a monthly allowance of 25 councilors in which for every financial year has been paid 120,876,000.00 which makes a total of 362,628,000.00 for three consecutive years. So forth under this subsection there's a Complaints Desk that deals with solving the reported complains from the community and staff. Under this desk in three consecutive years from 2015/2016 – 2017/2018 a total number of 16 complaints has been reported and out of those 13 are totally resolved and 2 are on progress and 1 are forwarded to sectoral expert for further action. The 2 complaints up to December 2018 we expect that, will be resolved and the remained 1 will be determined by the sector expert.

In all 16 reported complaints 7 were related to land conflict, 4 were related to poor service delivery at grass root level, 2 were related to financial matters and the other 3 are related staff-staff conflict. Number of the complains were falling from 7 complains in 2015/16, 4 complains in 2016/17 and 5 complain in the year 2017/18. Falling of the number of complains reported on the desk are connected to efforts made to improve service delivery in all levels of administration and high understanding of the community and other stakeholders on the rights and obligations of each part in the service delivery process. Complains reported in different ways including official letter to the director, message from suggestion box and special meetings of the community members with municipal director every Thursday. Out of those channels no any complaints received through suggestions box. So forth other complains are rising from Mtaa general assembly that reported to the director through official minutes of the Mtaa assembly prepared by Mtaa Executive Officer.

### **2.2.1.2 Human Resources**

Under this sub section the all issues related public services including recruitment, promotion, wage bill management and staff records keeping. In summary implementation of activities under this section has been placed out below:

#### ***(i) Recruitment***

Recruitment process in public service has considering the procedures stipulated in Public Service Act No.8 of 2002, Public Service Regulations of 2003 and Standing Order for public service of 2009. Before recruiting process the section has to scrutinize all staff needs in every department and initiate the process of requesting recruitment permit from Public Service Management. In filling the vacant for every staff need the section has to review all guideline that has giving a direction on how to fill those vacant.

For vacant that needs to be filled by the office of Public Service Recruitment Secretariat that established by Amendment of Public Service Act 2007 under Circular letter of 6<sup>th</sup> October 2009 with reference number C/AC.45/257/01/Temp/13 the recruitment permit has submitted to them whereby they should coordinate the whole process of advertising, short listing, interviewing and selecting of the qualified candidate and placed to respective agencies including local authorities. For the vacant that has to be filled by council the whole process of advertising, short listing, interviewing and selecting of the candidate has to be completed by council itself through human resource department. Recruitment that has to be done on council level includes 22 cadres.

By using those two channels the council has recruited 43 staff for three consecutive years of 2015/2016 to 2017/2018 on the cadre of 8 Mtaa Executive officers 3 drivers 9 nurses 4 laboratory 4 technician 12 science teachers 1 water technician. The current total number of staff according to establishment has to be 1675 the available number of staff are 1345 the deficit are 328 In the financial year of 2018/2019 the council has requesting a permit for the 114 new vacant that including 23 health officer, 25 primary teachers, 15 Mtaa Executive Officers, 5 Assistant Community Development Officers, 5 livestock officers, civil technician 3, land officer 2, secondary science teachers 10, assistant environmental health officer 5, 1 IT officer and other cadres. If the requested permit will be granted and the vacant filled we expect to have a deficit of 214 staff which is has not considering transfer and termination.

### ***(ii) Promotion***

The section has dealing with promotion of staff basing on carrier development of their scheme of work as provided by PO – PSM. These promotions so far have to be done after getting a permit from PO – PSM and approved by Financial Committee and Full Council.

For the three consecutive years 2015/2016 to 2017/2018 the council has promoted 789 staff that including 526 teachers and 263 other staff of different cadres. So far for those specified years the council has completed a process of appointment of 2 Head of Department of Community Development and Legal Unit after completing of vetting process.

### ***(iii) Staff Training***

So forth the section has to prepare the long and short term training programmes for the staff so as to enable them to equip with the new technology and improve performance on service delivery. In preparation of the long and short term training the section has considering guidelines provided in Standing Order for public service especially Standing Order G 1(4) and other staff circular that insist every employer to place an amount of fund for the training of the staff.

For the three consecutive of 2015/2016 to 2017/2018 the council has prepared training program for a long course. Under that Training Programme a total number of 207 has been granted a permit for a long course so as to enable them to upgrade their carrier and knowledge. Some of these staff is fully funded by the council and other donors including Ministry of Finance. So forth a total number of 288 staff has enabled to attend various short course and refresher training in and out of the working station. Some of the critical areas that have been capacitated were including areas of revenue collection, financial management, procurement, investment, project planning and good governance. In the financial year 2018/2019 the section has planned to continue training staff in various program in short term course on areas of Private Public Partnership (PPP) and Strategic Investment.

***(iv) Staff Welfare***

Also the section has dealing supervision of the staff welfare including leave, sickness, transfers and death. In dealing with these welfares the consideration of circulars, standing orders and public service act.

***(a) Transfer***

For the FY 2015/2016 to 2017/2018 the council has transferred of 105 staff from the council to other local authorities and public offices while received 30 staff in turn. These transfers has caused imbalance in staffing level in different department. The most affected department by this transfer was including education and administration. Section has planned to reduce number of staff who are moving out of the council by creating friendly environment by constructing houses, providing transport facilities for the staff working in remoteness areas.

***(b) Motivation Policy***

Also section has to provide a guideline for motivational policies as a means of encourage the staff to feel better working under this council. Some of the policy that has been placed in motivation package of the council as stipulated by Public Pay and Incentive Scheme of 2012 and other staff circular provided by PO PSM. In motivational package the council has done different activities that include: In the year 2015/2016 to 2017/2018 the has constructed 2 houses for staff, In the year 2015/2016 to 2017/2018 the has purchased 18 motorcycle for staff ward level, In the year 2015/2016 to 2017/2018 the has provided TZS 18,810,000 statutory allowances for telephone, electricity and house allowances for 18 HOD. In the year 2015/2016 to 2017/2018 the has paid TZS 16,500,000 as funeral and burial services for 15 staff who has facing a death of spouse, children and staff. In the year 2015/2016 to 2017/2018 the has paid for 72 staff to attend clinic in referral hospital. In the year

2015/2016 to 2017/2018 the has paid for 20 staff a leave transport allowances ward level.

***(c) Leave***

The section also has to deal with supervision of the leave cycle of the staff. Before granting a leave to any staff the section has to refer to leave cycle of every staff if it colluding with the preceding leave. The report of the leave cycles of every staff has prepared and placed for a reference. In three years 2015/2016 - 2017/2018, 224 staff has been granted a leave in different period.

***(d) Corruption prevention***

The council has strategy for fighting against corruption as the national agenda, as a strategy to combat corruption the council has created clear environment of feedback receiving from service vendors and staff. So forth the municipal director's office has placed two days in a week to listen to the people with complains. One day has been placed to listen to the staff and the other day has placed for community members. For the three years 2015/2016 – 2017/2018 has received complain based on unsatisfactory performance of service delivery of the community members. Out of those **02** has been resolved and **01** are in progress. So forth department has been working together with PCCB in making sure that service delivery at all levels has not influenced by corruption. Two training has been conducted to HOD, WEOS and Councilors on evacuating themselves in all forms of corruption

***(e) Performance Review***

Council has to ensure that every staff has to perform his/her responsibility according to his job description and other working tools including Government Five year working plan, Ruling Party

Manifesto, OPRAS and various directives provided by top government leaders.

In performance review for public servant has reviewed through Open Performance Review Appraisal System (OPRAS) that has got 8 objectives and every public has to fill the agreement with immediate supervisor. In ensuring the exactly performance of the staff 96.20% of employees have been performance reviewed and the rest 3.8 % (51) have not performance reviewed as they are in long term training program.

***(f) Disciplinary Actions***

The section has a role of initiating any disciplinary action against any public servant who commits any offences as prescribed in Standing Order and Public Service Act. Any action prescribed in Standing Order and Public Service Act has to follow the steps stipulated in public service regulation. For the three years 2015/2016 – 2017/2018 has initiated a total number of 02 offences for disciplinary action. Number of staff who committed offences is reduced from 17 in the year 2015/2016 to 2 in the year 2017/2018 and this is a result of improvement of counseling advice to the staff on various issues before acting.

***(g) Transport and buildings***

Section has role of ensuring all working facilities including cars, motorcycles and office premises are prevented and secured to the maximum. In three years from 2015/2016 – 2017/2018 department supervising staff houses 69 offices premises 4 heavy plants and 24 cars. In prescribed time the council has used 65,000,000,000 TZS. for car and plant maintenance. So forth the council used TZS 105,000,000 for rehabilitation of 07 ward offices that has burnt by fire.

However, administration and human resources is hampered with various bottlenecks which needs to be addressed in this plan that include: Low community awareness on attending lower level statutory meetings, Outdated capacity building plan; Low community awareness about Council's Clients Desk and where the service is found; Delaying of Promotion/recategorization; Delay of recruitment permit; Inadequate training; Poor record keeping; Delay of files movement; Weak commitments among employees; Inadequate office space/offices; Dissatisfaction among clients, Inadequate offices for staffs and conference facilities; Weak orientation to new employees; Outdated capacity building plan; In adequate office equipments/working tools; Corruption; Low understanding of Organization Performance Review and Appraisal system (OPRAS); Shortage of Staffs; Absence of council's incentive program.

### **2.2.2 Finance and Trade**

Finance Department is one among 13 departments of Mtwara Mikindani Municipal Council. It performs its duties as mandated in Local Authority Financial Memorandum revised in 2010, section 8 and Finance Act of 1982. Core functions of the department is to ensure efficient and effective management of public funds, provision of advisory services to the Council by planning, organizing, and recording, accounting for, directing and controlling financial activities of the council, and also to coordinate and supervise trades and market affairs at the council level. In accordance to Local Authority Financial Memorandum the following are the responsibilities of the department: Responsible for day to day transactional accounting of the council; In collaboration with other department and units engage in duty of preparation of annual budget of income and expenditure; Preparation of regular reports to the councilor the progress of actual expenditure and income compared to budget, and making recommendation for balancing levels; Preparing councilors reports

and financial statements; Assurance of effective system of internal control is operating; Being custodian of council assets and all aspects of financial management for the council; Controls accountable documents of the council; and Ensuring proper accounts are maintained and posting are made promptly.

As per the Mtwara Mikindani Municipal Council staff establishment, the Finance and Trade department is required to have 39 staff. However, by June 2018 there were 14 staff with a deficit of 25 employees.

Finance and Trade department is divided into 4 sections: Expenditure Section, Revenue Section, Final Accounts Section and Trade and Market section:

### **2.2.2.1 Revenue Section**

In collaboration with other departments of the council, The section is responsible for ensuring council revenues are collected as per the annual budget, thus it collects, supervises and monitors all revenues from all Council sources as stipulated in the Council By-laws and other financial guidelines. Currently the Council revenue sources are; Market dues, Bus stand fee, Business License fee, Fines and penalties, Entertainment and advertising fees, Produces , abortuor slaughter service fee, service levy, tender fee, house rents, liquor license, slab dues, hotel levy, sanitation fees, marine service fees, building permit fee, parking fees, block makers levy, user fees, land rent. Council own source revenue collection has been increasing from TZS 2,110,597,835.35 in the FY 2013/14 to TZS 4,829,637,067.03 in the FY 2017/18 equivalent to 129%. Own source revenue budget has also increased from TZS 2,074,004,170.35 in the FY 2013/14 to TZS 5,681,867,000.00 equivalent to 174%. This achievement is due to the adoption of the

Local Government Revenue Collection Information System - LGRCIS and the use of point sale machine (POS).

**Table 2: Revenue collection trend from 2013/2014 to 2017/2018**

Financial Year	Budget	Actual Collection	%
2013/2014	2,074,004,170.35	2,110,597,835.56	102
2014/2015	2,771,004,000.00	2,688,901,443.56	97
2015/2016	3,205,954,000.00	2,735,525,995.88	85
2016/2017	4,542,968,000.00	3,782,747,000.00	83
2017/18	5,681,867,000.00	4,829,637,067.03	85

Source: *Mtwara Mikindani Municipal Council, Trade and Finance department, 2018*

**(i) Budget trend for grants and donations**

In the past five years the revenue estimates for grants in respect of personnel emolument and Development Grants has increased as follows; personnel emolument by 56% and Development grant also by 56%. Other charges grant has decreased by 156%. An increase in Personnel emolument is due to increase in number of employees and salary promotions. Increase in Development grants has been caused by implementation of new development projects financed by central Government and World Bank. The decrease in Other charges grants has been caused by the implementation of the Direct facility financing system (DFF) in which funds from central Government (e.g. School capitation grants and school fees compensation) are remitted directly to facilities.

**Table 3: Budget trend for grants and donations from 2013/2014 to 2017/2018**

Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Personal Emolument	6,325,472,000	8,463,666,000	13,718,979,000	12,705,817,900	14,388,858,000
Other Charges	1,732,002,000	1,319,285,400	2,947,209,700	1,748,196,704	676,190,000
Development Grants	1,434,837,000	2,248,708,000	3,820,045,300	5,894,819,000	3,256,425,422

Source: Mtwara Mikindani Municipal Council, Trade and Finance department, 2018

**(ii) Actual Receipt trend for grants and donations**

For the period 2013/14 – 2017/18 actual revenue receipts for grants in respect of personnel emolument and Development Grants has increased as follows; personnel emolument by 51% and Development grant also by 44%. Actual receipts on other charges grant has decreased by 133%. The reasons for the changes in actual receipts are the same as those described in the budget trend.

**Table 4: Actual Receipt trend for grants and donations from 2013/2014 to 2017/2018**

Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Personal Emolument	7,123,249,214	9,428,692,350	12,822,247,000	12,475,784,311	14,460,642,000
Other Charges	1,538,638,384	531,271,730	1,784,576,000	865,989,721	659,634,532
Development Grants	1,218,528,970	2,675,916,253	1,971,520,000	2,175,317,623	2,179,611,595

Source: Mtwara Mikindani Municipal Council, Trade and Finance department, 2018

### **2.2.2.2 Expenditure Section**

This section is responsible for preparation, processing and recording of all payment transactions in accordance with the expenditure transaction cycle. It also deals with preparation of monthly income and expenditure reports for disseminating to various users. This section also; in collaboration with the Procurement management unit, is involved in preparing requisitions for utility payments to vendors, maintenance of payment documents. The applicable payment system is the integrated financial management system (epicor version 9.05).

### **2.2.2.3 Final Accounts Section**

This section is responsible for preparing councilors reports and sets of financial statements i.e. statement of Financial position, statement of Performance, Statement of changes in net assets and cash flow statements. It also deals with ensuring that proper accounts are maintained and posting to subsidiary ledgers are made promptly.

#### ***(i) Audit opinion on Financial Statements***

The Council has also performed better in terms of financial accountability and resource management in that for the five years period it has got 3 unqualified audit opinions, 1 qualified opinion, and for the financial year 2017/2018 the audit is ongoing. The table bellow shows the trend of audit opinion on the council's accounts for the five years period.

**Table 5: Audit opinion on Financial Statements from 2013/2014 to 2017/2018**

<b>Financial Year</b>	<b>Opinion</b>
2013/2014	Unqualified audit opinion
2014/2015	Qualified audit opinion
2015/2016	Unqualified audit opinion

<b>Financial Year</b>	<b>Opinion</b>
2016/2017	Unqualified audit opinion

**Source:** Mtwara Mikindani Municipal Council, Trade and Finance department, 2018

### **2.2.2.4 Trade and Markets Section**

The trades and markets section deals with coordination, supervision and development of the trade and market issues of the Council. In that it monitors and supervises the implementation of trade regulations and promoting private sector investments at the Council level. As at 30<sup>th</sup> June 2018 the Number of licensed businesses in Mtwara Mikindani Municipal Council was 3364. This number comprises 2955 small, 302 medium and 107 large scale enterprises.

#### ***(i) Industrial sector***

In Mtwara Mikindani Municipal Council there are 16 small scale industries engaged in different activities namely: block making, milling machines, clean water production, salt extraction, and cashew nut processing. There are no Medium or large scale industries as by June 2018.

Entrepreneurs in SMEs and small scale industries are facilitated by the Council in terms of consultation and provision of micro loans (women and youth groups). Consultation is normally done in collaboration with Small Scale Industry Development Organisation (SIDO), Commercial Banks, other financial institutions and other sector experts outside the Council.

#### ***(ii) Condition of Market Areas***

As on June 2018 the Council has nine (9) market areas namely: Main market, Magomeni "A", Magomeni "B", Kiyangu, Jangwani, Mikindani, Mdenga, Ferry Fish Market and Likombe markets.

**Table 6: Conditions of Market areas**

Market area	Market Facilities and their condition (excellent, good, need improvement, not at all)			
	Buildings/structures	Water and Sewage systems	Stall	Lights
Main Market	Good	Need improvement	Need improvement	Need improvement
Magomeni A	Good	Need improvement	Need improvement	Need improvement
Magomeni B	Good	Need improvement	Need improvement	Need improvement
Kiyangu	Not at all	Not at all	Not at all	Not at all
Jangwani	Not at all	Not at all	Not at all	Not at all
Mikindani	good	Need improvement	good	Need improvement
Mdenga	Not at all	Not at all	Not at all	Not at all
Fish market (Ferry)	Good	good	good	good
Likombe	Not at all	Not at all	Not at all	Not at all

*Source: Mtwara Mikindani Municipal Council, Trade and Finance department, 2018*

Magomeni “A” and magomeni “B” market areas have been improved in terms of infrastructures during the FY 2017/2018. Mitengo market area is still under construction.

Problems facing Finance and Trade includes: inadequate accounting skills to facility clerks at facilities receiving Government funds; low knowledge of tax payers; Unwillingness to pay local taxes by citizens; No specific market areas for various commodities; non attendance to continuing professional education by accountants insufficient local revenue; inadequate office space and few local revenue sources.

### **2.2.3 Environment and Solid Waste Management**

Environment and Solid waste Management department is one of functional department in Mtwara Mikindani Municipal Council. This department was established from the department of Health after its importance of being independent observed, that the councils should intensively deals with controlling of all environmental related issues

at the district level the department lead by one of the environmental health officers who is acting as the Municipal Sanitation and Environmental Officer (MSEO).The department has three core functions which are; Municipal cleansing, beautification and solid waste management. The department has the total number of 12 staffs, but the requirement is 29 staffs and the deficit is 17 staffs.

***(i) Municipal Council Cleansing***

Environmental and Solid waste Management department, deals with cleaning of all public areas, Open spaces and roads. With regard to public areas, areas cleaned by the Department include 7 public markets namely as Soko kuu which generates an average of 30tones per day, Sabasaba market generates an average of 25tones per day, Bomba la bure generates 12.3tones per day, Ferry generates 4tones per day, Mikindani generates 3 tons per day, Magomeni 'A' generates 3.02tones per day,and Kiyangu markets 0.9tone per day. Also public areas in Mtwara Municipal Council include 01 slaughter house which also generates an average of 0.6tones per day, 1Central bus Stand generates 5tones per day,7 burial sites generate an average of 2.7 tons per day and Mashujaa ground for national events generates an average of 2tones per day.

On road reserves, Mtwara Mikindani Municipal Council cleans 14 road reserves with total length of 39.15KM which generally generate an average of 6.2tones per day .These roads are TANU with length of 12.5KM, Kunambi with 1.6KM, Zambia with 3.75 KM, Newala road 10KM ,Shapriya with 7KM, TTC with 1.9KM,Ligula with 0.8 KM, Boma road with 20KM,Tandika road with 1.2KM and Uhuru road reserves with 0.4km.

The Mtwara Mikindani Municipal Council has total number of 50 open spaces but the open spaces which are potential for cleanness

are 14 which are generally generates an average of 2.88tonnes per day. On the other hand, the Mtwara Mikindani Municipal council receives an average of 2.4tonnes per day from other sources like BOT, factories and other public institutions; which makes an average total generation of waste to be 117tonnes per day

***(ii) Solid Waste Management***

This department deals with the management of solid waste generated in the council that is planning, collecting, transporting and disposing to the final disposal point. Solid wastes obtained in the council are from different areas and sources. Much of the wastes are from living houses (households), lodging houses, hotels, bars, restaurants, institutions, large and small industries and some are from gardening areas. Mtwara Mikindani Municipal Council generates an average of 117 tonnages per day which is equal to 45750 tonnage per year and equal to 228750 tonnage per 5years. The Municipal capacity of solid waste collection and transportation to the disposal point (Sanitary landfill) is 108 tonnage per day which is equal to 39528 tonnage per year and equal to 197640 tonnage per 5years, since 9 tonnage per day which is equal to 3294 tonnage per year and equal to 16470 tonnage per 5years are out of the transportation Municipal capacity, therefore remain in waste collection points. The nature of the waste generated by the community depends on the nature of the activity done in such area where by the aggregate percentage of wastes generated are 35% garbages,2% glass, 2%ferrous metal,7% plastics, 3% papers, 15%garden wastes, Textiles 3% and Other waste 14%.

Wastes are collected from the household level and instructions by CBOs in some of the places and also by the council with a special timetable. Community Based Organisations (CBOs) which deals with the collection of waste in the community are facilitated and

supervised by the department. These CBOs are subjected to the department by recognizing them and assisting them in their waste collection activities. Where 24 CBOs are dealing with community waste collection activity. But also there is 01 private company (SBS-Supplied Based Solution) which offers some sanitary facilities like waste bins during different occasions. Department is also dealing with collection whereby 69 temporary labours do collect solid wastes from different places like markets, open space, road reserves and collection points ready for transportation to the final disposal point. There are 33 collection points in the 14 wards of Mtwara Mikindani Municipal Council. Those wards with the collection points are Shangani, Chuno, Naliendele, Ufukoni, Rahaleo, Majengo, Tandika, Mitengo, Magomeni, Vigaeni, Chikongola, Magengeni, Reli, and Likombe final disposal.

After the waste collected from the collection points, the council transport waste collected to the final disposal area which is a standard Sanitary Landfill located at Mangamba in Mtawanya ward which is known as Mangamba Sanitary Landfill. The Landfill was built by the World Bank under the project of TSCP and it was officially opened in February 2017. The structure of landfill is Head of department, 01 landfill manager, 01 foreman, 01 environmental monitoring officer, 02 guards, 03 operators who usually operate the landfill in the international standards. The sanitary landfill has the following infrastructures, Waste cells 03, washing bay 01, and environmental laboratory 01. And also some equipments; weighbridge 01, tipper truck 04, skip loaders 02, skip buckets 16, bulldozer 01, wheel loader 01, excavator 01 and compactor 01.

### ***(iii) Municipal Beautification***

The department has a responsibility of beautifying the municipal. Where 50,000 trees were planted along the road reserves of Tanu,

Kunambi, Zambia and Ferry open spaces and some of the health facilities of Chuno Dispensary, and 02 flowering gardens were formed in the front of Municipal Office. And the department was able to modify 01 small flowering garden at Rahaleo round about (Tiffany round about). In Mtwara Mikindani Municipality, the department deals with those who go against the laws of environment by punishing them under several laws and by-laws, and these laws are, Environmental Management Act (EMA 2004), Public Health Act (PHA, 2009) and the Municipal environmental and Solid waste Management by law of 2014. Where the by- law states the penalty of Tsh 50,000/= or any public service/activity with equal alue of the stated amount for those who have no cash. Where 14 million Tshs were collected as penalty and 28 people were given public service activities like slashing open spaces. The department is also involved in encouraging environmental committees formation in wards whereby 05 committees in five wards of Shangani, Vigaeni, Rahaleo, Chikongola and Chuno wards were formed.

The department has authority to conduct inspections in different areas as a routine or complaint inspection. The power of inspecting these areas is given to the department so as to obtain the good environment for good health to the community. Where 31376 households were inspected with the collaboration of 154 Community Health workers each in each Mtaa and other Mitaas have 02 CHWs. Inspection at household level by looking on the total sanitation behaviour like the presence and using of toilets/latrines where 71.6% of the households are using improved toilets and latrines, 27.4% of the households are using traditional pit latrines and 1% of the households are not using the latrines therefore either using the bush or do share with the nearby households with toilets by the end of 2017 , hand washing behaviour where 34.6% of household inspected have hand washing facilities, water safety where 80% of

the households have access to safe water and total perception of people on sanitation. These activities are under the National Sanitation Campaign which needs to improve availability of improved latrines, hand washing facilities and presence of safe water by 100%. Sanitation in school also is supervised by the department under National sanitation campaign, where 19 secondary schools out of 21 have with improved toilets, and 21 WASH clubs in secondary schools were formed, Where all 36. Primary schools out of 36 primary schools have improved toilets and 35 WASH clubs were formed. Also there are 21 health facilities where by all 21 health facilities have improved toilets and 10 health facilities have hand washing facilities. In public places, there is presence of improved toilets in 04 out of 07 markets (Soko kuu market, Kiyangu market, Sabasaba market and Ferry market) where hand washing facilities are only in Soko kuu market and Ferry market, and also 01 central bus stand, Stendi kuu, out of 02 bus stands of Mikindani and Stendi Kuu have improved toilet but Mikindani bus stand has no any type of toilet.

**Table 7: Status of Toilets use in the Council**

<b>Ward</b>	<b>Number of households with improved toilets</b>	<b>Number of households with traditional toilets</b>	<b>Number of household without toilets</b>
Rahaleo	2346	42	0
Chikongola	2462	82	0
Chuno	2166	674	240
Vigaeni	1079	97	0
Majengo	1115	5	249
Tandika	1880	100	0
Likombe	1364	1084	49
Reli	560	46	0
Magomeni	1004	298	77
Shangani	3599	4	0
Naliendele	687	365	77

Ward	Number of households with improved toilets	Number of households with traditional toilets	Number of household without toilets
Ufukoni	3010	665	7
Mitengo	441	277	13
Magengeni	610	939	67
Mtonya	365	892	19
Kisungule	682	210	98
Jangwani	535	3154	249

**Source:** Mtwara Mikindani Municipal Council, Environment and Solid Waste Management department, 2018

This department also deals with the disposing/ burying of human dead bodies which are not recognised by the community members. The department is responsible in the burying/ disposing of those bodies after getting the information from the Ligula referral hospital. Where 07 human dead bodies were buried by the department by June 2018. Department is dealing in technical consultation activity for those who need to perform Environmental Impact Assessment and technical advice on buildings plans before any building activities are done. Where 02 projects were consulted and 01 project of petrol filling stations was agreed and given certificate with NEMC and 01 project of still under consultation by the collaboration with environmental experts and 126 building plans were inspected, where 116 building plans were agreed and 10 building plans were rejected for minor modification. For those students, candidates and interns who are under environmental health sciences studies or environmental management studies are well assisted in our department so as to familiarize them on the roles of this department. Where by 04 interns and 02 graduates were assisted during their field sessions.

Problems facing environmental and solid waste management includes: increase of uncontrolled solid waste at source and collection centers, shortage of improved toilets at household level, lack of recycling facilities and lack of environmental education among communities.

#### **2.2.4 Urban Planning, Lands and Natural Resources**

The urban planning, lands and natural resources comprise five units namely: Town Planning, Land valuation, Land survey, Land management and Natural resource. These subsections work together to control and manage land development within the Municipality. The department of Urban Planning, Lands and Natural Resource has the core functions include: preparation of general planning scheme (Master plan); preparation of detailed scheme to control land development, regularize and upgrade unplanned settlements; undertaking cadastral survey in un-surveyed areas and boundary recovery; preparation of title deeds; collection of land rent on behalf of ministry of Lands Housing and Human settlement; department deals with issues of valuation of lands and properties for various purposes; Management and conservation of the environment; control excessive use of charcoal and firewood; facilitating planting of trees in open areas and along the streets/roads and Tourism.

##### **2.2.4.1 Town planning unit**

The urban planning unit in collaboration with other government institutions has managed to prepare Mtwara master plan that will guide the development for the period of twenty years from 2015-2035. Mtwara Mikindani Municipality has the area of 163square kilometer in which 75% is planned. Urban planning subsection has managed to prepare the detail planning scheme at Mjimwema, Mangamba, Chikongola, Magomeni, Mangowela, Shangani, Chuno,

Mtepwezi, Reli and Majengo. Mtwara is still characterized by low levels of unplanned settlements. The land occupied by unplanned settlements is limited to 25 percent of the built up area. This provides an opportunity to upgrade or regularize unplanned settlements due to the limited coverage and density.

Regularization and upgrading has been conducted in five areas namely Mitengo, Mangamba, Magomeni, Mbae and Tangira. In these unplanned settlements, a total number of 7234 people have benefited from this project. The exercise is continuing in other areas.

However, most of the areas in Mtwara Municipality are almost below sea level. During rainy season there is occurrence of flood which affects the residential settlements. Also due to the shortage of surveyed plots some develop in hazard area. Typical example is Magomeni where some settlements are developed in swamp area. Housing development in planned area is advanced in building materials with permanent structures due to assured security of tenure. Within the planning area there are 5 house types, comprised of detached, semidetached, row houses; block of flats and apartment blocks. The planning area is largely characterized by single storey buildings predominantly private residential houses. Apparently the existing central business district is changing very slowly in the same way as house types. The predominant house types in this part of the town are block of flats, building with contemporary as well as modern architecture. Swahili type houses are very dominant in Majengo, Chikongola, Kisutu and Rahaleo. Detached house is found at Shangani, Ligula, Rahaleo, Mangowela, Railway and Chuno. Blocks of flats are prevalent in the Central Business District (CBD), Rahaleo, Shangani, and Chikongola. The construction of blocks of flats is rapidly increasing in the Central Business District, which is consistent with densification trends.

***(i) Housing Condition***

Housing density in many urban centers vary from the center of Mtwara Municipality CBD to the periphery suburbs of both Mtwara Municipality and Mtwara District. Linear houses spread along the major roads and sparsely nuclear housing population is common pattern in the planning area. In Mtwara Municipality 10.2 percent of the houses is in very good condition; 14.3 percent good, 60.4 percent fair and 15.2 percent poor condition. The majority of the houses fall under the category of fair condition. These are houses built up with mixed traditional and modern materials such as iron sheets for roofing with bamboo roof structure, mud walls half cement plaster and cement floor of sand bedding. Strategies for housing have been proposed, such as redevelopment of squatter upgrading and development of new houses.

Currently upgrading of informal housing at Ufukoni, Mbae, Magomeni and Matopeni is ongoing. In all these informal residential areas the authorities have already initiated an upgrading programme. The essence is to improve infrastructure services and increase value of land parcels through planning, surveying and provision of titles. In Mtwara Municipality, there are areas that have been designated for residential use. The large part of Mjimwema cluster is residential basically as a satellite town and an educational cluster. Mjimwema cluster has been initiated with a satellite residential concept supported under the Unit Trust of Tanzania (UTT). Other active agencies in the planning area like National Housing Company, Watumishi Housing, and Pension Security Funds have already initiated housing projects in the central area and urban periphery. The Central Business District is expanding due to increased demand in housing and commercial developments. These demands have triggered review of former redevelopment. Its essence is to accommodate high density housing development in the

central area by promoting high rise buildings. The current CBD area covers 207 Hectares. Due to increase in CBD functions, the proposal is to increase this area to a total of 2,599 Hectares. Most of the buildings in the CBD area are in fairly good conditions while the inner zone buildings are fairly better, outer zone building condition is poor. The CBD redevelopment initiative should ultimately face-lift the condition of buildings and functions to have a vibrant and functional Central Business District.

With regard to car parking, there are three types of parking in Mtwara, which are on-street parking, private parking, and public parking. There are no designated car parking lots. Usually People Park on road reserves. Following the increased usage of private cars, there is a need to designate off-street parking lots especially in new developments area and within the CBD. The proposed off-street parking requirements are summarized in Table below.

**Table 8: Parking bay requirements**

No.	Land Use	Parking Bay Requirements
1	Dwelling house	1-2 bays per unit, depending on density
2	Flats	1.75 bays per dwelling unit plus 0.25 per dwelling unit to cater for visitors
3	Bed & breakfast	1 additional bay per guestroom (in addition to the bay provided for the main house)
4	Hotel	0.75 bays per room
5	School	1 bay per classroom
6	Library	2 bays per 100m <sup>2</sup> GLA
7	Place of assembly, religious facilities	1 bay per 6 seats
8	Sports stadium	
9	Hospital	1 bay per 4 seats
10	Clinic	1 bay for every 4 beds plus 1 bay

No.	Land Use	Parking Bay Requirements
		for each consulting room
11	Restaurant	2 bays per consulting room
12	Offices	1 bay per table
13	Conference centre	4 bays per 100m <sup>2</sup> GLA
14	Industry	4 bays per 10 seats
15	Warehouse, storage	2 bays per 100m <sup>2</sup> GLA

**Source:** *Mtwara Mikindani Municipal Council, Urban Planning, Lands and Natural Resources, 2018*

All roads, streets, and avenues have to be named and marked with signs to enable the users to identify or determine the location and direction of these roads and streets. However some of the streets have already named and marked with sign boards. About 40 streets have signboards. Currently the exercise is focused in the Central Business District (CBD) area. With regard to town planning, every neighborhood is provided with market areas and petty trader's areas. For instance there are market plots distributed in different areas in the CBD and outside. Generally there are about 17 market areas located in different location in which 8 of them are in CBD and 9 are located outside the CBD.

#### **2.2.4.2 Land survey unit**

The land survey unit has managed to survey 60% of the detailed planning Schemes prepared in Mtwara Municipality. However, 40% of the town planning drawings not yet surveyed due to some challenges like shortage of Modern equipments, shortage of skilled personnel, failure to compensate the land owners due to the shortage of funds. In unplanned areas in past three years 7200 plots were surveyed in upgraded areas.

#### **2.2.4.3 Land management unit**

The land management unit has prepared 1,737 title deeds in three years, in which in 2015/2016 (580), 2016/2017 (637) and

2017/2018(520 title deeds) were prepared. Currently there are buildings which belong to the council and do not have title deeds. Mostly are schools, dispensaries, ward offices, Mtaa offices, and Staff quarters. There are 31 primary schools, 13 secondary schools, 18 Ward offices, 3 Health centers and 19 Dispensaries. There are only 22 titles which have been prepared for the council buildings and we are aiming to survey and prepare the title deeds for all plots belong to Mtwara-Mikindani Municipal Council. Collection of land rent and other government fees on behalf of the Ministry of Lands, Housing and Settlement Development, sum of 3,523,539,288/= Tshs have been collected in past three years from 2014/2015-2017/2018. The collection was distributed as follows. 2015/2016 was Tsh. 1,500,000,000/=, 2016/2017 was Tsh. (1,150,178,892/= and 2017/2018 was Tsh. 873,360,396/= Tsh. Due to the fact that most of the people in Mtwara Mikindani do not have title deeds, and some areas which are not surveyed there are land use conflicts. Currently there are 98 land use conflicts which, the department is working on them. However there is a program of meeting with people who have problems or conflicts related to land matters in every week on Thursday. This unit has conducted land and property valuation in 9 areas for the purpose of compensation. The valuation for compensation has been done at Mtepwezi, Mtawanya, Mjimema, Kilimahewa, Ufukoni, Mangamba Chini, Likombe and Chikongora. However, some of compensations are not yet paid making a total sum of 308,514,070.30tsh. in which 28,572,092/= is for Ufukoni Bus stand and 30,424,812.5 for Mtepwezi primary school.

**Table 9: Amount paid for compensation**

No.	Location	Compensation Value	Year of valuation	Status
1	Kilimahewa	86,437,501.17	2015	Paid
2	Ufukoni Bus stand	44,572,092.67	2015	16,000,000
3	Play ground Mikindani	12,343,705.73	2015	Paid
4	Eneo la shule Mtepwezi	60,849,625.00	2016	30,424,812.5 Paid
5	Mtepwezi industrial	289,517,165.13	2016	40,000,000 Paid
6	Mtepwezi residential plots	241,381,485.96	2016	Paid
7	Likombe health center	105,643,148.14	2016	Paid
8	Storm water drainage magomeni (TSCP)	13,975,324.09	2016	Paid
9	Mangamba land fill	160,157,756.37	2016	Paid
10	Storm drainage Chikongora(TSCP)	8,651,810.94	2016	Paid
11	Mjimwema neighborhood	196,192,780.20	2014	Paid
12	Mangamba chini	244,443,702.80		Paid

Source: *Mtwara Mikindani Municipal Council, Urban Planning, Lands and Natural Resources, 2018*

#### **2.2.4.4 Natural resource**

In managing and conserving the environment, the natural resources unit in collaboration with TASAF has managed to plant 5500 trees at Magomeni and other areas for past two years 2016/17-2017/18. It also deals with preventing the excessive use of charcoal and firewood. Currently the use of charcoal as a source of energy is very high. Tourism is one of the core activity performed by Natural

resources unit. There is one main tourist centre known as Mikindani Old town. This centre is rich in historical information of the traditional and colonial rules. Mtwara Mikindani centre serves as connection point to nearby tourist centers such as Msimbati and Selous game reserves.

However the operation of the department in implementation of its core functions is guided by National five years development plan II, National land policy 1995, human settlement policy 2002, CCM manifesto 2015/2020, Mtwara Master Plan 2015 -2035 and other guiding policies.

The most dominant critical issues to be addressed in urban planning, lands and natural resources include: shortage of surveyed plots, inadequate plots for public buildings, lack of streets names, existence of land use conflicts, lack of infrastructure in unplanned settlements, poorly conserved environment and reluctance of paying land rent.

### **2.2.5 Water**

Mtwara Mikindani Municipal council plays a role of provision of water supply services within municipality especially in suburban areas. In addition to that the council has been trying to act as a bridge between a community and Mtwara Urban Water Supply Authority concerning water supply services. A Water Supply Authority is the sole distributor of water in the municipality mostly in planned area. With the projected population of 124,334 people, the present water demand for the Municipality stands at 12,470,600 litres per day. The water infrastructure has an installed capacity of 8,500,000 litres/day (71%) while the actual present production is an average of 6,840,326 litres/day (54.9% of demand and 80.5% of the installed capacity).

The number of people served in sub-urban area by present water supply infrastructure is insufficient to cover the present demand so it is required more water points through constructing new water scheme, rehabilitating and maintenance of the existing water infrastructure so as to increase population served now from 84% up to 95% by 2023. The water supply in Mtwara Mikindani Municipal council is low compared to water demand of the community due to low establishment of new water projects and poor water infrastructure which needs rehabilitation and maintenance. By 2017, there were a total of 75 water source for use by the sub urban population of municipal council. Of these, 46 sources (61.3 percent) were operating and 29 sources (38.7 percent) were not operating due to worn out of water infrastructure. These were followed by operating borehole pumped piped scheme numbering 5, operating shallow wells with 22hand pump, 2borehole fitted with hand pump and 17rainwater harvesting facility.

**Table 10: Water Sources**

No.	Water Source	Operating	Not Operating	Total
1	Borehole pumped piped scheme	5	1	6
2	Shallow wells with hand pump	22	25	47
3	Borehole fitted with hand pump	2	2	4
4	Rainwater harvesting facility	17	1	18
<b>Total</b>		<b>46</b>	<b>29</b>	<b>75</b>

*Source: Mtwara Mikindani Municipal Council, Water department, 2018*

Water Department is divided into three sections which include Planning and Design, Construction and Operation and Maintenance (O&M). The core functions of the department are as follows: design

of pipe network, water source infrastructure and water collection; conduct hydro geological survey for borehole drilling; equipment design including electrical system and equipment operation; construction of pipe network infrastructure, boreholes and rainwater harvesting structure; establishment and registration of COWSO for operation and maintenance of water projects; Conduct community sensitization on planning and management of water projects and quality control of water in water sources.

#### **2.2.5.1 Planning and Design Section**

Hydro geological survey for borehole drilling was done for 9 water sources namely Mjimwema, Rwelu, Mbae, Haikata, Mkangala, Dimbuzi, Dimbuzi Kisimani, Dimbuzi Chihumbwa and Mtwanya. All drilled boreholes are productive.

#### **2.2.5.2 Construction section**

The total water sources built in Municipality are 9. There are 3 boreholes fitted with hand pump and borehole pumped piped scheme (6), also there 18 rainwater harvesting facilities were constructed in Secondary, Primary school and health centre. Moreover, the rehabilitation of water infrastructures were done for shallow well with 13 hand pump and 2 borehole fitted with hand pump.

#### **2.2.5.3 Operation and Maintenance Section**

The total numbers of 9 out of 15 COWSO were established and registered. Of these, 6 COWSO are operational and 3 entities are not operational because of Mjimwema water project are deteriorated and other water projects like Mkundi and Chihiko water projects are not yet completed. Moreover, generally, water sector is constrained with: insufficient number of functional water sources which lead to shortage of water production, poor operation and maintenance of

water infrastructure by COWSO, poor participation of community during implementation of water projects, ground water pollution due to encroachment of human activities near water sources, inadequate working instruments and equipments.

### **2.2.6 Works**

Main functions of works department are Opening of new roads in new planned and areas, Construction and maintenance of standalone drains which do not form part of roads, dealing with drainage and flood issues ,preparation of drawings for Public buildings and structures, preparation of Bills of Quantities for new construction and for maintenance of Government buildings, preparation of estimated costs of materials for works undertaken by force account, undertaking the supervision of projects done by contractors, undertaking inspections, measurements and preparation of payments certificates for works performed by Contractors and local technicians implementation of the urban control Act in collaboration with the Town planning department to prevent unplanned settlements, to receive and process building Permits requested by authorized land developers, to inspect all equipments, vehicles, motorcycles owned by the Municipal council to establish maintenance need and plan for maintenance, to do routine checkups and minor repairs to all Municipal vehicles and equipments, to provide technical guidance to drivers and operators on good operations of vehicles, motorcycles and equipments, to supervise maintenance of equipments, vehicles, and motorcycles done by private vendors/garages. Works department has three sections namely Building section, Roads section and Mechanical Section. Through these sections works department undertakes the supervision of Government Roads maintenances and construction, Building Infrastructures construction and maintenances including mechanical services to Government Vehicles and Equipments. Also

in collaboration with urban planning department the building section deals with control of urban development.

### 2.2.6.1 Roads Section

The municipal council has a total of 299.67 kilometers of road categorized as urban roads. The current surface type, Length covered and percentages are shown in table 11.

**Table 11: Road network by Category**

Types of road	Length in Km	Percentage covered
Tarmac	42.27	14.1
Gravel	53.73	17.9
Earth	203.67	68.0
<b>Total</b>	<b>299.67</b>	<b>100</b>

*Source: Mtwara Mikindani Municipal Council, Works department, 2018*

The Periodic, Routine maintenances, Spot improvements and bridges/Culverts are done in each financial year based on approved road maintenance budgets funded by the Road Funds Board and own source revenues. These budgets increased annually depending on availability of funds as shown on the table 12.

**Table 12: Approved budgets and Actual Expenditures**

S/N	Financial Year	Road Funds Board(TZS)	Actual expenditure	%	Own Source Revenue(TZS)	Actual expenditure	%
1	2014/2015	900,580,000	648,417,600	72	38,000,000	38,000,000	100
2	2015/2016	1,403,520,000	1,403,520,000	100	100,000,000	98,000,000	98
3	2016/2017	2,001,520,000	2,001,520,000	100	300,000,000	88,000,000	29.33
4	2017/2018	2,001,520,000	-		90,000,000	70,000,000	77.78

*Source: Mtwara Mikindani Municipal Council, Works department, 2018*

However, the central Government has formed Tanzania Rural and Urban Roads Agency (TARURA) as an agency to deal effectively with urban and rural roads infrastructures. The Agency started its operations on 1<sup>st</sup> July 2017. The council is obliged to contribute fund

as per budget set aside from own source collection for maintenances of roads which are not maintained by TARURA. The roads section is currently dealing with opening of new roads in recently surveyed area within the Municipality using funds set aside by the Council from Own source Collections. These roads are further handed over to TARURA for Maintenances and upgrading.

The road sector is facing poor accessibility to the surveyed areas at Mitengo, Mjimwema ,ufukoni , Likombe ,Mtawanya, Mtepezezi and Naliendeke. Uncontrolled floods within the Municipality during the rainy season; uncontrolled /large number of long articulated trucks within the restricted area; encroachment of open spaces and public allocated lands Vandalism of components of invested infrastructures; uncontrolled bodaboda, bajaji parking within the municipality; insecurity of pedestrians during the night and moderate quality of implemented projects.

### **2.2.7 Primary Education**

Mtwara-Mikindani Municipal council has 36 primary schools. Between them 31 are owned by government and 5 are private owned schools. The department covers pre-primary, primary and adult education which is coordinated by three major units: There is Statistics and logistic, adult education, and academic unit. Within the Adult education unit there are other subunits which are Audio visual, Domestic Science and Home Economics, Special Needs Education, and Technical unit. The department has the role of ensuring that the curriculum in council level is implemented properly, coordinating to the collection and analysis of schools statistical data and information, making supervision and monitoring of construction, expansion and rehabilitation of school infrastructures. Also, calculating demand of teachers in relation to number of pupils enrolled, purchasing and distributing school supplies. And to monitor the income and

expenditure of school funds as well as delivery of education service at municipal level

### 2.2.7.1 Pre-Primary Education

Pre-primary education in the country is formalized with the conditions that each primary education has to start with pre-primary classes. Children who have reached five to six years attend pre- primary classes before joining primary schools. The municipal councils' authority makes efforts to encourage parents to enroll children of less than six years in 31 public and 5 private pre-primary classes which are available in Mtwara-Mikindani Primary schools.

#### (i) Pupils' Enrolment

The current enrolments for both public and private pre-primary pupils in 2018 academic year are shown in table 13.

**Table 13: Pre-primary Enrolment by Sex and Ward by 2018**

Ward	Public			Private			Total		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Chuno	44	39	83	-	-	-	44	39	83
Chikongola	64	73	137	-	-	-	64	73	137
Ufukoni	162	139	301	36	29	65	198	168	366
Rahaleo	15	17	32	-	-	-	15	17	32
Majengo	31	47	78	-	-	-	31	47	78
Mtonya	63	69	132	-	-	-	63	69	132
Magomeni	174	188	362	-	-	-	174	188	362
Railway	28	29	57	-	-	-	28	29	57
Mtawanya	44	38	82	-	-	-	44	38	82
Naliendele	129	121	250	-	-	-	129	121	250
Likombe	105	70	175	-	-	-	105	70	175
Shangani	80	68	148	89	84	173	169	152	321
Vigaeni	31	32	63	-	-	-	31	32	63
Jangwani	39	75	114	-	-	-	39	75	114
Kisungule	38	42	80	-	-	-	38	42	80
Mitengo	55	45	100	16	15	31	71	60	131
Magengeni	49	62	111	-	-	-	49	62	111
Tandika	33	28	61	-	-	-	33	28	61
<b>Total</b>	<b>1184</b>	<b>1182</b>	<b>2366</b>	<b>141</b>	<b>128</b>	<b>269</b>	<b>1325</b>	<b>1310</b>	<b>2635</b>

Source: Mtwara Mikindani Municipal Council, Primary education department, 2018

## 2.2.7.2 Primary Education

Every child aged 7-13 has the right to achieve primary education in Tanzania. To make this possible the municipal council mobilizes community to play a part in accessing primary education. The first task is to provide primary schools which facilitate enrollment. Number of primary schools that are provided in table below is similar to the number of pre-primary schools in table above. This is because of the policy set by the Government that in every primary school there should be pre primary classes.

**Table 14: Standard (I - VII) Enrolment by Sex and Ward, Mtwara MC, 2018**

Ward	Public			Private			Total		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Chuno	245	240	485	-	-	-	245	240	485
Chikongola	764	778	1542	-	-	-	764	778	1542
Ufukoni	1054	1022	2076	199	151	350	1253	1173	2426
Rahaleo	250	245	495	-	-	-	250	245	495
Majengo	416	406	822	-	-	-	416	406	822
Mtonya	241	269	510	-	-	-	241	269	510
Magomeni	2254	2235	4489	-	-	-	2254	2238	4492
Railway	197	175	372	-	-	-	197	175	372
Mtawanya	398	393	791	-	-	-	398	393	791
Naliendele	835	907	1742	-	-	-	835	907	1742
Likombe	552	571	1123	-	-	-	552	571	1123
Shangani	684	701	1385	453	466	919	1137	1167	2304
Vigaeni	311	345	656	-	-	-	311	345	656
Jangwani	279	250	529	-	-	-	279	250	529
Kisungule	326	296	622	-	-	-	326	296	622
Mitengo	255	233	488	114	85	199	369	318	687
Magengeni	273	250	523	-	-	-	273	250	523
Tandika	370	444	814	-	-	-	370	444	814
<b>Total</b>	<b>9704</b>	<b>9760</b>	<b>19464</b>	<b>766</b>	<b>702</b>	<b>1468</b>	<b>10470</b>	<b>10462</b>	<b>20932</b>

Source: Mtwara Mikindani Municipal Council, Primary education department, 2018

### **(i) Number of teachers available**

There are 519 employees working under Primary Education department in Mtwara-Mikindani Municipality. There are 11 teachers working as staffs at council Education Office, 19 are Ward Education

Coordinators and 489 are classroom teachers. Based on number of classroom teachers present the teacher pupils' ratio is 1:48.

**(ii) Special Needs Education**

Mtwara mc offer education to people with special needs. The council has 2 primary schools in which special units are established. Rahaleo primary school has the unit for Deaf, and Shangani the unit for children who are intellectually impaired. The total number of pupils in both schools is 66 from whom 44 boys and 22 girls.

**Table 15: Pupils with Special Needs in 2018**

School name	Boys	Girls	Total
Rahaleo	16	10	26
Shangani	28	12	40
<b>Total</b>	<b>44</b>	<b>22</b>	<b>66</b>

Source: Mtwara Mikindani Municipal Council, Primary education department, 2018

**(iii) Non formal and Adult Education**

Since children aged 6 and 7 years are required to join class one, it does not mean other children above that age are neglected. The government has special program for them so that they can have an opportunity for education. The program termed Complimentary Basic Education in Tanzania (COBET) provides opportunities for other aged children to access basic education. Mtwara-Mikindani is one of the council in Mtwara region where COBET exists. The following table shows wards and schools centers where learners under this program are registered.

**Table 16: Number of learners in municipal COBET centers, 2018**

No	Ward	School	Cohort I			Cohort II			Total		
			Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
1	Chikongila	Chikongola	15	13	28	11	6	17	26	19	45
2	Magomeni	Lilungu	26	14	40	0	0	0	26	14	40
		Mangowela	12	4	16	0	0	0	11	4	15

No	Ward	School	Cohort I			Cohort II			Total		
			Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
3	Likombe	Mlimani	11	4	15	0	0	0	11	4	15
4	Nailendele	Nailendele	14	5	19	3	0	3	17	5	22
		Mkangala	0	0	0	17	4	21	17	4	21
5	Mitengo	Mitengo	12	4	16	5	3	8	17	7	24
6	Magengeni	Mnaida	6	4	10	7	5	12	13	9	22
7	Jangwani	Lwelu	8	4	12	12	2	14	20	6	26
8	Ufukoni	Mbae	0	0	0	17	22	39	17	22	39
<b>Total</b>			<b>104</b>	<b>52</b>	<b>156</b>	<b>72</b>	<b>42</b>	<b>114</b>	<b>175</b>	<b>94</b>	<b>269</b>

Source: Mtwara Mikindani Municipal Council, Primary education department, 2018

From 2015 to date the total number of 14 learners from COBET centers succeeded to join secondary education in various schools. There are *four* students who are in form one this year, nine are in form two and one in form four.

#### **(iv) School infrastructures**

Primary school infrastructures include classrooms, toilets, staff houses, teachers' Offices, water tanks and stores. The following table shows number of infrastructures in government primary schools for the year 2018.

**Table 17: Number of Infrastructure in primary schools by 2018**

Type of infrastructure	Number of Infrastructure in primary schools		
	Required	Available	Deficit
Classrooms	451	306	146
Pit latrines (stances)	910	409	501
Staff houses	469	52	417
Head-teachers offices	31	3	28
Teachers' Offices	81	63	18
Water tanks	35	26	8
Stores	62	25	37
Dining rooms	31	0	31
Kitchen rooms	31	2	29
Play grounds	62	52	10

Type of infrastructure	Number of Infrastructure in primary schools		
	Required	Available	Deficit
School fence	31	0	31

Source: Mtwara Mikindani Municipal Council, Primary education department, 2018

#### **(v) Furniture**

Furniture play pivotal role in the whole process of teaching and learning. The government should make sure that in learning environment teachers and pupils have enough specified kinds of furniture such as desks, chairs, tables, etc. In Mtwara-Mikindani Municipal council the requirements, availability and deficit of different kinds of furniture are shown in table below:

**Table 18: Number of furniture in primary schools by 2018**

Type of Furniture	Number of Furniture in primary schools		
	Required	Available	Deficit
Desks	6390	5891	501
Tables	682	438	244
Chairs	744	531	213
Shelves	132	42	90
Cupboards	430	183	247

Source: Mtwara Mikindani Municipal Council, Primary education department, 2018

Based on the available furniture which municipal schools have the shortage on desks still exists. The recommended Desk Pupil Ratio (DPR) is 1:3 but the current situation for pre-and primary schools in Mtwara MC is 1:4

#### **(vi) Books**

In teaching and learning processes books play potential role in all pre and primary schools. Schools should be equipped with both, text and supplementary books. The central government provides text

books to all government primary schools in council. The cost of books provided by the government is 40% calculate from capitation grants. Therefore, supplementary books and exercise books should be provided by parents, and other voluntary stakeholders. In Mtwara-Mikindani MC book pupils' ratio is 1:3.

***(vi) Accessibility to Water services in Primary schools***

Accessibility to water in primary schools is essential for ensuring the health of pupils, teachers and the community surrounding schools. Mtwara MC has managed to supply water to some of the primary schools through water tanks, water wells and tap water. Out of 31 government schools, 26 are supplied with water which is equivalent to 83.9%

School Completion rate. This shows to which extent pupils enrolled in class one of the particular year complete the primary education by sitting for the final examination. It measures government and pupils' commitment to basic education in terms of access, enrollment and retention. The completion rate for pupils in the years 2017 was 91%. This means that, of the 2686 pupils who enrolled class one in 2011, only 2444 sate for primary school leaving examination in 2017.

***(vii) School Dropout rate***

Dropout in school is caused by different factors. In most cases the dropout rate complements the completion rate which means each one affect another. The major causes for dropout in Mtwara-Mikindani are pregnancy, truancy, illness and deaths. But sometimes dropout can be caused by other reasons. For the year 2017 the dropout for Mtwara-mikindani municipal schools was 9% which is equal to 242 pupils. The contributing factors for this rate were pregnancy by 6 pupils, truancy 189 pupils, and illness by 14, deaths by 3, and other factors 30 pupils.

**(viii) Primary School Leaving Examination Results**

This is an outcome, especially the final score in primary school final examination. It involves the grade awarded to each individual pupil who has sat for primary school leaving examination (PSLE). In 2017, the pupils sat for examination (PSLE) were 2444. This number included 1148 boys and 1296 girls. Pupils who passed examination were 1555 whereby 733 were boys and 822 were girls. This is 63.63% of the total pupils sat for examination in 2017. However, 415 out of 1148 boys and 474 out of 1296 girls who sat for examination were failed. So, the failure reached to 36.4% which means the pass rate in 2017 decreased by 12.37% when compared to 76% of the 2016 results. Table 19 shows the pass rate and failure for five years.

**Table 19: Primary school examinations pass rate and failure for 2013, 2014, 2015, 2016 and 2017**

Year	Registered			Sat for exam			Passed exam				Failure			
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	%	Boys	Girls	Total	%
2013	1029	1156	2185	967	1116	2083	577	525	1102	51	390	591	981	47.1
2014	977	1108	2085	964	1102	2066	563	565	1128	55	401	537	938	45
2015	843	1020	1863	838	1017	1855	651	793	1444	78	187	224	411	22
2016	920	1076	1996	918	1074	1992	666	765	1431	71.8	252	309	561	28
2017	1148	1298	2446	1148	1296	2444	733	822	1555	63.6	415	474	889	36.4

Source: Mtwara Mikindani Municipal Council, Primary education department, 2018

Major problems facing primary education include: overcrowded schools, overcrowded classrooms, lack of pupils' meals during class hours, pupils' pregnancies, irresponsibility of the community in protecting school properties, low level of motivation to teachers, insufficient sports and games supplies in schools and the increasing rate of truancy.

### **2.2.8 Secondary Education**

Secondary education department was established in 2009. The department has three sections which work in collaboration. The sections are: Education general, Statistics and Logistics and Academic. The major roles of secondary education department are: Forecasting academic delivery and proper implementation of Secondary Education curriculum in the council. To coordinate, consolidate and analyse Secondary School education data in the Council. To establish, monitor and make follow up on rehabilitation, renovation, and construction of new infrastructure. To propose the estimate of requirement of teachers basing on subjects (science and arts). Purchase, order and receive school teaching and learning materials according to school needs. To make follow up on school income and expenditure. To make follow up on student's enrolment, mitigation and retention rate. Coordinate and supervise national examinations for secondary schools and teacher's colleges and to coordinate the establishment of new schools.

#### ***(i) Student's enrolment***

The council has 21 secondary schools including public owned and Private owned, among them 13 are owned by the government and 8 schools are private owned. For the year 2018, Secondary education department has a total number of 9,837 students whereas 4,648 boys and 5,187 girls. While the number of students in government secondary schools is 6,269 where by 2,846 are boys and 3,421 girls

and for private secondary students is 3,568 of which 1,802 are boys and 1766 girls. Table 2 below shows students' statistics in the council.

The department is also dealing with students with special needs, Mtwara Technical Secondary school is special school for students with special needs. Disabilities available in our department are visual impaired, deaf/Mute, deaf-blind, poor vision, albino, physical impairment for the year 2018 a number of disable students is 34 and in 2017 the number of disabled was 72.

**Table 20: Disabled students in 2018**

No.	Disability	Boys	Girls	Total
1	Deaf	27	04	
2	Blind- blind	5	01	6
3	Albino	01	03	04
4	Physical impaired	3	-	3
<b>Total</b>		<b>36</b>	<b>08</b>	<b>34</b>

*Source: Mtwara Mikindani Municipal Council, Secondary education department, 2018*

***(ii) The use of sign language***

Secondary education department conducts special education for special special needs students with the hearing impairment. The prevailing situation is that only four teachers are able to use sign language despite the fact that students learn a number of subjects from different teachers who are not able to use sign language.

***(iii) Student's dropout***

In Mtwara Municipal Council in particular, there is a tendency of secondary students to leave school before completion time (dropout) this problem is due to the following reasons such as truancy, peer

pressure, early pregnancies, illness, divorce. The problem of dropout is increasing every year. The table shows a trend of dropout for five years.

**Table 21: Trend of Student's dropout**

Year	Sex		Total
	Male	Female	
2015	35	29	64
2016	32	42	74
2017	59	35	94
<b>Total</b>	<b>126</b>	<b>106</b>	<b>232</b>

Source: Mtwara Mikindani Municipal Council, Secondary education department, 2018

***(iv) Teachers distribution in the municipal council***

The expansion of enrolment in Primary schools led to the increase in number of students who join Secondary education, especially after the government's declaration of providing free basic education. This increase in number of students' enrollment has led to more demand of teachers especially science teachers. The departments demands 311 teachers, available teachers are 348 excessive teachers are 37. Despite the additional of 37 teachers there is still a deficit of 64 teachers of science. The prevailing situation by 2018 is, the demand for arts teachers is 168, available is 269 with the additional of 37 teachers while for science subject the demand is 143, available is 79 deficits is 64. Teacher /pupils ratio. According to the educational policy and regulation teacher pupil ratio is 1:40 according to the BRN (Big results now the ratio 1: 45 for secondary school.

***(vii) Students performance in Form four National Examinations***

The performance of students in national examinations is fluctuating, for the previous five years the trend of academic performance was a bit increasing. The extract from national examination for five years

shows the trends, for the year 2016 and 2017 the performance has subsequently been increasing as it can be seen in the table. Table below shows students' performance for five years from 2013 – 2017.

**Table 22: Students' performance in form four National examinations**

Year	Registered			Sat			Passed			%
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	
2013	890	712	1602	735	612	1347	376	307	663	63
2014	447	416	893	466	407	873	374	306	650	74
2015	886	803	1639	881	793	1674	570	478	1048	68
2016	808	949	1753	802	938	1740	543	665	1205	74
2017	662	827	1489	659	817	1476	707	576	1283	85

*Source: Mtwara Mikindani Municipal Council, Secondary education department, 2018*

Performance in science subjects has constantly been low, this is there is deficit of science teachers in secondary schools. For the past five years the department strived to cover the gap of science teachers to raise the performance in science subjects.

**(viii) School infrastructure**

For the school to run effectively it needs to have enough infrastructures according to the requirement of the particular school. The available infrastructures in schools are libraries, classrooms, staff houses, dormitories, hostels and School fencing. Moreover the existence of school fence and dormitories in schools serves security and retain students at schools; absence of fence entertains truancy and insecurity. Department has 7 schools with fences.

**Table 23: Status of school infrastructure**

No.	Item	Demand	Available	Deficit
1	Classrooms	170	157	13
2	administration block	13	10	3

No.	Item	Demand	Available	Deficit
3	teachers house	348	69	279
4	Library	13	9	4
5	Dormitories	24	18	6
6	Dining hall	13	3	10
7	Laboratories	39	39	0
8	Kitchen	13	3	10
9	Pit latrine	268	220	48
10	Strong room	13	7	6

Source: Mtwara Mikindani Municipal Council, Secondary education department, 2018

### **(ix) School furniture**

The available furniture in the council are students' chair, Students tables, cupboards, Teachers chairs, Teachers tables, safe, Beds, Laboratory Stools.

**Table 24: Status of school furniture**

No.	Item	Demand	Available	Deficit
1	Students' chairs	6,269	6244	25
2	Students tables	6,269	6244	25
3	Cupboards	83	29	54
4	Teachers chairs	348	284	44
5	Teachers tables	348	284	44
6	Beds	1575	1578	37
7	Safe	13	13	0

Source: Mtwara Mikindani Municipal Council, Secondary education department, 2018

### **(x) Text Books**

Books are very important tools for students to undertake their lessons, basically there are two major categories of books of which they must go through during schooling era. These categories are

supplementary and text books. For the matter of this strategic plan text only books data will be provided as these are the foundation of all other reading materials. Secondary education department has a total number of 27815 text books in various subjects and a total number of 6269. Therefore, the overall ratio of student – book is one book for one students (1:1) as per national ratio with slight deference in arts subjects where in some schools the ratio is one book for two or three students (1:2 or 1:3)

***(xi) Early pregnancy***

There is a problem of early pregnancy which also contributes to drop out for girl students. The magnitude of the problem varies from year to year, for instance in the year 2017 24 students were found to have pregnancies. While up to July 2018, 9 nine students have been diagnosed to be pregnant. To deal with the problem the causers of those pregnancies are reported to police and some are sued to the court. Very surprisingly, the exercise of sporting men who cause pregnancies to the students is not strongly supported by the parents, in the same cases the suspects may negotiate with the child's parent not to show cooperation to the police or anybody. For the past two year no one has been court guilty to be impressed for causing pregnancies to students.

***(xii) Play grounds***

Plays and games has been viewed to be important factors which helps in students' performance in learning activities, hence every school needs to have playground for different play. The most common plays in secondary schools are football, netball, basketball, and athletics. In 21 secondary school only 5 schools have play grounds.

The major critical issues affecting secondary education are: insufficient science teachers, insufficient text books especially art subjects, laboratories are not installed with systems of water, gas and electricity, shortage of teachers training sessions on procurement and record keeping, early pregnancies, insufficient teachers' houses, low level of community participation in educational matters, poor community participation in school meetings, teachers are not motivated, insufficient furniture in laboratories, shortage of school security guards, increased rate of truancy in secondary schools, lack transport / travelling facilities, inadequate food provision in schools, low performance in form four secondary examination, shortage of playing grounds.

### **2.2.9 Livestock and Fisheries Development**

Livestock and fisheries department was formulated in 2010 after disintegrating the previous department of agriculture livestock and cooperatives. The core functions are to: provide extension services and training to the livestock keepers on improving animal and increasing production; assist those project supported by the Government, NGO'S and development partners on livestock sector ; control meat quality and diseases by making Inspection of meat in the Slaughter house; Supervision of revenue collected in the abattoir; control animal diseases through vaccination and treatment of various non-zoonotic and zoonotic diseases ; Provision of training on fish farming, fishpond design and construction and fish rearing; Registration of fishing vessels; Conservation and protection fisheries whether freshwater or marine; Inspection and provision of movement permit for aquatic products exit from MMMC; Prevent and combat illegal fishing; Inspection of quality of fish sold at all fish markets and to promote proper fish processing methods with acceptable hygienic condition; promoting effective service delivery to community members. The department is divided into two sections namely:

livestock development and fisheries. According to Government employee standing order the department supposed to have 29 staffs, but at present there is only 10 staffs and deficit of 19 staffs in 18 Wards. The livestock sector had visited and train 1186 livestock keepers out of 1664 which were targeted for the year 2017 to be trained about improving livestock management such as housing ,diseases control ,feeds and feeding, marketing for livestock products and group formation.

***(i) Livestock sector development***

According to urban planning Act No 8 of 2007, and Mtwara Mikindani Municipal by laws, 2014 livestock keepers should practice zero grazing due to shortage of land for grazing. At the Municipal there are 296 livestock keepers practice zero grazing. Livestock sector deal with provision of extension services in different types of animals such as 1737 cattle, 498 goat, 515 pigs, 29 sheep ,700 dog ,392 cat, 150 rabbit, 193 ducks, 122 pigeon and 70,133 indigenous chicken and improved chicken for both broilers and layers. Number of cattle that have been branded were 1612 while 125 were calves under 6 month which were not recommended to be branded.

**Table 25: Show Livestock population**

No.	Type of animal	Livestock population
1	Cattle	1737
2	Goat	498
3	Sheep	29
4	Chicken	70,133
5	Pigs	515
6	Cats	392
7	Dogs	700
8	Ducks	193
9	Pigeon	122

No.	Type of animal	Livestock population
10	Rabbit	150

Source: Mtwara Mikindani Municipal council, livestock and fisheries development department, 2018

### **(ii) Livestock products and market price**

Due to increase population and economic growth, there is high demand for livestock and livestock products. There is an increase in milk production from 458220 year 2015/2016 to 554913 year 2016/2017 and carcass produced increase from 649568 year 2015, 756012 year 2016 and 1079614 year 2017 in Municipal slaughter house. Market price for milk increased from 1800/= year 2014 to 2000/= year 2018 while price of meat increased from 7000/= year 2017 to 8000/= year 2018. Mtwara Mikindani Municipal lack 4 milk collection centers and one processing Center. At present there is no milk collection centers and milk processing center.

**Table 26: Number of animal slaughtered, carcass weight, and total value in Mtwara Mikindani Municipal Council; 2015/ 2016 and 2016/2017**

Category	Total Number of Livestock Marketed			Average price/ specie	Carcass weight per year(kg)			Total value (000)Tshs
	2015	2016	2017		2015	2016	2017	
Cattle	4224	5017	6788	7000	633600	752550	1018200	2404350 16830450
Goats	1,950	3460	5046	8000	15600	2774	40368	58742 469936
Sheep	46	86	202	8000	368	688	1616	2672 21376
<b>Total</b>								<b>17321762</b>

Source: Mtwara Mikindani Municipal council, livestock and fisheries development department, 2018

### **(iii) Livestock infrastructure**

Mtwara Mikindani Municipal council have one slaughter house and one auction which are working but lack lairage to keep animals few

hours before slaughter, holding ground for animals brought for slaughter at Municipal ,slaughter house, slaughter slab and abattoir.

**Table 27: Livestock infrastructure**

No.	Types of infrastructure	Present	Working	Not working
1	Abattoir	0	0	0
2	Slaughter house	1	1	0
3	Slaughter slab	0	0	0
4	Lairage	0	0	0
5	Loading and unloading rump	0	0	0
6	Shoats auction	1	1	0
7	Holding ground	0	0	0

*Source: Mtwara Mikindani Municipal council, livestock and fisheries development department, 2018*

**(iv) Livestock diseases**

Livestock diseases are among the factors which adversely affect livestock production and productivity in Mtwara Mikindani Municipal Council. Diseases which affecting animal caused by ticks and viral. Diseases caused by ticks in cattle, goats and sheep are East coast fever, Anaplasmosis, Babesiosis and heart water while those caused by viral are contagious bovine pleural pneumonia, Foot and mouth disease , and contagious carping pleural pneumonia hence there is a need of mass vaccination program to all notifiable disease. Animal vaccinated year 2016 are 750 dogs against rabies, 220 cats against rabies,750 cattle against East coast fever(ECF), 914 Cattle against contagious bovine pleural pneumonia (CBPP)

**Table 28: Common diseases affecting animals**

<b>Cattle Diseases</b>	<b>Sheep and Goat diseases</b>	<b>Poultry diseases</b>
East coast fever	Foot rot	New castle disease
Anaplasmosis	Helminthiasis	Typhoid
Babesiosis	Pneumonia	Coccidiosis
Heart water	Heart water	Helmintiasis
Helminthiasis	Contagious caprine pleural pneumonia	Fowl pox
Contagious bovine pleural pneumonia		
Foot and mouth disease		

*Source: Mtwara Mikindani Municipal council, livestock and fisheries development department, 2018*

The livestock and fisheries development sector is affected by various issues that are: livestock keepers are not visited regularly ,increase morbidity rate in livestock, lack of enough livestock infrastructure (abattoir ,slaughter slab, holding ground ,lairage), lack of working gears, low milk productivity, shortage of livestock feeds, inadequate milk processing technology center and free range animal grazing system.

### **2.2.10 Internal Audit**

The Council has internal auditing section as Local Governance Finance Act No. 9 require the accounts of the every District and Urban Council to be audited internally by an internal auditor employed by the council as a part of the internal control system established by the Council Management. According to IPPF and ITAF as issued by IIA and ISACA respectively, the purpose of internal auditing is to add value by improving operations of the audited institutions. This is done by assisting all levels of management to achieve their objectives through effective discharge of their responsibilities.

According to IPPF and ITAF as issued by IIA and ISACA respectively and Order No 14 (4) of the LAFM (2009), the main Core Functions of the Internal Audit Unit are: (i) To Perform audit assurance in an objective and analytical manner, in accordance with International Professional Practice Framework in the areas of : Financial audits, Performance Audit (or Value for Money Audit), Human Resource and Payroll Audits, Procurement Audits, Transaction, Revenue and System Audit and consulting Activities. (ii) To provide an independent objective assurance and advisory services in Municipal Council and to evaluate Control and governance process to add value and improve the operation of Council. (iii) Appraise the soundness and application of accounting, financial and operational controls established by the council management so as to give the accounting officer reasonable assurance on its operation through financial audits, performance Audit (or Value for Money Audit), human resource and payroll Audits, transaction, revenue and system audit, and consulting activities. (iv) To ensure the financial and operational activities are in compliance with laws, policies, regulation, plans, standards and procedures; and (v) Review and report on proper control over the receipt, custody and utilisation of all financial resources of the Council.

During the period of Five years from 2013/14 – 2017/2018, each Core Function was implemented and Quarterly and Annual reports produced and submitted to the Municipal Director, Regional Administrative Secretary(RAS), Chief External Auditor (CAG) and Internal Auditor General (IAG) in which objective assurance, Control evaluation, advisory services to the Financial and Operational activities and Compliance with laws, policies, regulation, plans, standards and procedures were given to the Accounting Officer and Council Management Team (CMT) to rectify the situations so as to

add value and improve the operation of Mtwara – Mikindani Municipal Council.

15 Performance Audit (Value For Money audits) were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary (RAS), Chief External Auditor (CAG) and Internal Auditor General (IAG). 18 Special audits were conducted during the implementation of the Strategic Audit Plan in the Mtwara Municipal Council. 15 Performance Audit (Value for Money Audit) Assignments were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary (RAS), Chief External Auditor (CAG) and Internal Auditor General (IAG). 12 Human Resource and Salaries Audit Assignments were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary (RAS), Chief External Auditor (CAG) and Internal Auditor General (IAG).

16 Procurement Audit Assignments were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary (RAS), Chief External Auditor (CAG) and Internal Auditor General (IAG). 16 Transactions, Revenue and Systems Audit Assignments were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary (RAS), Chief External Auditor (CAG) and Internal Auditor General (IAG). 2 Financial audits were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary (RAS), Chief External Auditor (CAG) and Internal Auditor General (IAG) and Preparation of Internal Audit Charter and Risk Management Framework for Mtwara Municipal Council were finalized.

Internal Audit is constrained with inadequate capacity to audit all auditable areas.

Insufficient capacity to undertake risk based audit. Delay in implementing Auditor's recommendations; inadequate compliance to the regularity audit manual; inadequate application of ICT in auditing; insufficient funds in the implementation of Strategic and Annual Audit plan; inadequate implementation of internal Auditor's recommendations of Quarterly and Annual Audit Reports.

### **2.2.11 Health**

The Core functions of health department include provision of preventive, curative, rehabilitative health and social Welfare services to residents of Mtwara-Mikindani Municipal council. Health department constitutes two sections namely Health and Social welfare sections. The Council has 18 dispensaries (8 Government, 1 Parastatals, and 6 private and 3 FBO), 3 health centers (2 Government, 1 private) of which one Government Health Centre (Likombe) is regarded as council Hospital. All these health facilities serve a population of 115,623 with growth rate of 1.8. More ever, most of the population lives within 5 Km from Health facilities, which is a normal standard according to the National Health policy. Furthermore, the council is planning to construct two (2) more government dispensaries at Mbawala Chini and Mitengo, of which the former is currently at construction stage. Within two sections of health department, we have sub section, which are preventive, curative and rehabilitative services.

#### ***(i) Preventive services***

This deals with the provision of Vaccination to under five year's children, women of bearing age and pregnant mothers. More ever family planning services are considered a key role in prevention of maternal and under-five mortalities through prevention of unintended pregnancies. Not only that, cervical cancer screening for women who have no symptoms and initial treatment for early stage to prevent it

from ever developing provided in one health center. The delivery of HIV testing services through Provider Initiative Testing and Counseling (PITC) and Voluntary Counseling and testing (VCT) in 1 stand-alone and all 21 health facilities is available. Furthermore, Reproductive and child health services are offered in 14 health facilities as well as provision of health education to community concerning various health matters. During 2017, Vaccination services coverage to under five years' children through Diphtheria, Tetanus, Pertussis, Hepatitis B, Polio, and Haemophilus Influenza type b vaccine (DPT-HB-HIB3) was 97%, which is above 95% of the required National standard. The coverage is aimed at maintaining the status. The provision of Tetanus Toxoid (TT2+) among pregnant women reached coverage of 74% out of 80% of the National required standard, more efforts needed to improve from 74% to 90% in 2023. Moreover, on provision of Family planning services, New Acceptance rate has increased from 23% in 2016 to 47% in 2017, whereby the coverage exceeded 30% of the national required standard. On the other hand, cervical cancer screening during 2017 reached 0.9%, which is below the required standard of the national target, of which 8% of the screened clients had early signs. This indicates the significance of strengthening strategies to sensitize community to raise the screening demand and raise the coverage from 0.9% in 2017 to 10% in 2023. On HIV testing services, the rate in 2017 was 39% of the total population out of the National required standard of 90%, more efforts to increase the coverage from 39% to 90% by 2023 is needed, however the Councils HIV prevalence rate for the year 2017 was 2.0%. The provision of Antenatal Care Services in the Council aimed at improving early booking where by 80% pregnant mothers are required to book below 12 weeks as per national standards, while in 2017 only 25.1% booked timely. The council goal by 2023 is to increase the coverage from 25.1% to 80%.

### ***(ii) Curative service***

Curative services comprises Outpatient department services (OPD), Laboratory services, Care and treatment services for patients living with HIV, Tuberculosis services, Surgical services to pregnant mothers and managing communicable and non-communicable diseases including injuries; coordinating nutritional services to vulnerable groups such as Malnourished children and the general population.

### ***(iii) Medicine and Medical Supplies***

Generally, the availability of essential medicines (including tracers), medical equipment and hospital supplies is at 95% (2017). Most of medical equipment are functioning. However, 21 medical equipment needs repair and routine Planned Preventive Maintenance (PPM). Hence, adequate budget for this priority area is required for ensuring sustainability of health services. Additionally, the main funding sources for these medicine & medical supplies are from National Health Insurance Fund (NHIF), User fee/Out of Pocket (OOP) and Community Health Fund (TIKA) based on Annual Revenue Collection of each health facility. On the other hand, Medical Store Department (MSD) is the main supplier depending on fund allocation formulas provided by Ministry of Health for each respective health facility.

During 2017, 64.5% of total population seeks outpatient department services for the first time, this indicates out the necessity of strengthening the quality of services. On the other hand, 67% of the outpatient attendees reported to have malaria signs & symptoms, received laboratory malaria diagnostic tests through Blood Slide (BS), and Malaria Rapid Diagnostic test (mRDT), where by 30.6% confirmed to have malaria parasites of different species. This point out that malaria is the leading problem among the population of

Mtwara Municipal. Therefore, the council aimed at reducing malaria incidence rate from 30.6% in 2017 to 15% by 2023. More ever, facility deliveries by caesarian section soared from 20.5% in 2016 to 20.7% in 2017 this is due to the increased number of Comprehensive Emergency Obstetric and Newborn Care services (CEmONC) sites from one to two. In fact, comprehensive services are the only proven approach to saving the lives of the 75% of women who die while pregnant and giving birth and the 25% who die after birth.

There are tremendously increase in common non-communicable diseases in the council as indicated in 2016 - 2017 data, where by hypertensive disorders raised from 1% to 1.3% in 2017, meanwhile the percentage of asthmatic clients among OPD attendees elevated from 0.5 to 0.9. Likewise, diabetes incidences raised from 0.3% in 2016 to 0.5% in 2017. The increase in all cases is due to change in lifestyle, poor diets and physical inactivity. The council aimed at reducing the incidences by 0.3% of either in 2023 through various set strategies, though effective prevention and control of these NCDs will require sustained engagement across multiple sectors. Regarding the provision of nutrition services in the health facilities, there are increased incidences of Malnutrition among the population, where by 0.1% of outpatient attendees in 2016 had nutritional disorders while in 2017 the incidence was 0.2%. However, the data source is of facility based only; the need to conduct nutritional status assessment to the community level is of significance.

#### ***(iv) Rehabilitative Services***

Regarding the provision of rehabilitative services, Mtwara Mikindani Municipal Council health department deals with Provision of mental health services and Nutritional rehabilitation. Clients with severe and moderate malnutrition in health facilities received rehabilitation

services and restored their nutritional status to normal by 100% in 2016 and 2017 respectively. The council aimed at maintaining the status. On the aspect of mental health rehabilitation services, 22% of the clients with mental disorders attended outpatient department hospitalized in 2016 and 7.7% in 2017 to receive rehabilitative services. Furthermore, continued disability has been linked to institutionalization, discrimination and social exclusion as well as to the inherent effects of disorders leading to low coverage of clients seeking medical services.

**(v) Social welfare**

The core functions of Social welfare section are the provision of services to family child custody and childhood development, child protection & gender based violence (GBV) and Violence Against Children (VAC), services to most vulnerable children, juvenile justice and rehabilitation, under-five children registration services, old people and people with disability services, adoption and foster care & coordination on day care centers. Number of adults (elderly, disabled & poor) in need of social welfare & protection who received the services increased from 2130 in 2015, 2178 in 2016 and 2249 in 2017 consecutively. The raise is due to education provision to the community members to improve awareness on the utilization social welfare and protection services. In addition, number of vulnerable children in need of welfare & protection who received the services increased from 589 to 973 in 2015 to 2017 sequentially. Social welfare section faces challenges of teenage pregnancies among school student though the coverage has reduced from 17.2% in 2016 to 15.2% in 2017 as per antenatal clients reported in reproductive and child health clinic with age below 20 years. Most of these cases are illegally solved at family instead of the Social welfare section. So far, there is inadequate budget to support the marginalized group's specifically vulnerable children.

## **2.2.12 Community Development Gender and Youth**

The main role of Community Development Gender and Youth department is to empower the community to bring about social change and improve the quality of life with the use of resources within their local setting. The core functions of the department includes; women, youth and children empowerment, coordination of Non Governmental organizations activities, community sensitization in development programs and emerging cross cutting issues. Community department require 23 staff. Currently, the available staffs are 16 whereby 11 staff provides services at wards level and 5 staff works at head quarter. Department has deficiency of 7 staff.

### ***(i) Community Economic Empowerment***

Economic empowerment involves mobilization of the community to form small income generating activities and registration, coordination of loans provision through Women and Youth Development Fund (WD/YDF).Monitoring of income generating activities and providing, technical advice for strengthening their activities and training of entrepreneurial skills.

#### ***(a) Formation of income generating activities, savings and credit groups***

From the financial year 2013/14 to 2017/2018, the community has been sensitized on formulating savings and credit groups in all 18 wards and about 477 economic groups have been formulated and given certificate of identification, of which 321 have benefited with training and soft loans equivalent to 67%. The target of the department is continue with sensitization to the community to formulate 1000 groups and empower them to be small industries in 7 years to come. On the other hand saving and credit groups suitable and effective in catalyzing developmental initiatives and that quite often they have proved to be sustainable when introduced into

communities , towards improving well-being of low income earners. In Mtwara-Mikindani, the community has been sensitized and mobilized to form credit and saving groups. About 446 groups have been formed in 18 wards. The aim is to transform these groups to formulate 2 strong SACCOS.

**Table 29: Trends of groups registered from 2013/2014 to 2017/2018**

No.	Year	Women	Youth	Total
1	2013/14	35	10	45
2	2014/15	52	11	63
3	2015/16	69	57	126
4	2016/17	118	43	161
5	2017/18	70	12	82
<b>Total</b>		<b>344</b>	<b>133</b>	<b>477</b>

*Source: Mtwara Mikindani Municipal council, Community Development Gender and Youth department, 2018*

**(b) Loans Provision to Income Generating Activities**

Loans through Women and Youth Development fund amounting to 821,202,500.00 have been provided to **321** economic groups. Within 5 years the council provides loans to economic groups which enable them to generate income and improve their life. Starting with financial year 2013/14 a total number of 22 groups accessed loan amounting to TZS 27,000,000.00, 2014/15 38 groups accessed loan amounting TZS.61, 000,000.00, 2015/16 86 groups accessed loan amounting TZS 140,000,000.00, 2016/17 104 groups accessed loan amounting TZS. 311,100,000.00 and 2017/18 71 groups accessed loan amounting TZS. 281,702,500.00

**Table 30: Trends of loans provision from 2015/16 to 2017/18**

No.	Year	Number of groups					Total amount of loans disbursed to groups
		Women	Loan provided	Youth	Loan provided	Total number groups	
1	2013/14	19	23,500,000	3	3,500,000	22	27,000,000
2	2014/15	33	52,250,000	5	9,150,000	38	61,400,000
3	2015/16	73	120,500,000	13	19,500,000	86	140,000,000
4	2016/17	80	234,334,000	24	76,766,000	104	311,100,000
5	2017/18	57	191,002,500	14	90,700,000	71	281,702,500
<b>Total</b>		<b>262</b>	<b>621,586,500</b>	<b>59</b>	<b>199,616,000</b>	<b>321</b>	<b>821,202,500</b>

Source: Mtwara Mikindani Municipal council, Community Development Gender and Youth department, 2018

### **(c) Loan Repayment**

The loans are provided with 10% interest rate for one year recovery period. Within 5 years the trend of loan repayment shows there is improvement on loan repayment, although more initiative is needed to overcome the situation. The following shows the trend of loan repayment in percentage from 2013 to 2018, 2013/14 97% were returned, 2014/15 92% were returned, 2015/16 96% were returned, 2016/17 70% were returned and 2017/18 14% were returned, and they are still ongoing loan repayment. Currently annual loan repayment rate is 80%.

**Table 31: Loan repayment from 2013/14 to 2017/18**

No.	Year	Loan	loan with interest	loan recovered (Tzs)	Percentage	Unrecovered loan
1	2013/14	27,000,000	29,700,000	28,840,600	97%	859,400
2	2014/15	61,400,000	67,540,000	62,320,600	92%	5,219,400
3	2015/16	140,000,000	154,000,000	147,263,500	96%	6,736,500
4	2016/17	311,100,000	342,210,000	238,424,700	70%	103,785,300
5	2017/18	281,702,500	309,872,750	43,415,200	14%	266,457,550
<b>Total</b>		<b>821,202,500</b>	<b>903,322,750</b>	<b>520,264,600</b>	<b>58%</b>	<b>383,058,150</b>

Source: Mtwara Mikindani Municipal council, Community Development Gender and Youth department, 2018

**Table 32: Status of Credit and Saving Groups**

Ward	Number	Members			Percent	
		Male	Female	Total	Male	Female
Shangani	24	200	300	500	40	60
Rahaleo	17	120	321	441	27.2	72.8
Chuno	15	213	345	558	38.2	61.8
Reli	18	234	432	666	35.1	64.9
Chikongola	19	345	564	909	38.0	62.0
Majengo	11	256	432	688	37.2	62.8
Vigaeni	28	387	346	733	52.8	47.2
Likombe	29	432	456	888	48.6	51.4
Ufukoni	11	213	345	558	38.2	61.8
Naliendele	29	234	432	666	35.1	64.9
Kisungule	15	345	564	909	38.0	62.0
Jangwani	17	256	432	688	37.2	62.8
Mtonya	21	387	346	733	52.8	47.2
Magengeni	45	213	345	558	38.2	61.8
Mitengo	21	234	432	666	35.1	64.9
Magomeni	17	345	564	909	38.0	62.0
Mtawanya	21	256	432	688	37.2	62.8
Tandika	12	387	346	733	52.8	47.2
<b>Total</b>	<b>370</b>	<b>5,057</b>	<b>7,434</b>	<b>12,491</b>	<b>40.5</b>	<b>59.5</b>

Source: *Mtwara Mikindani Municipal council, Community Development Gender and Youth department, 2018*

#### **(d) Women and Children Empowerment**

Women empowerment in decision making among others, is to ensure that they fully participate in policy and decision-making processes. Various measures have already been put in place to enable them participate in the mentioned activities. Currently women participating in decision are 9 councilors out of 25 and 17 Mitaa leaders out of 111.

Children empowerment involves educating children and encourages them to take charge of their lives. Children council has been

formulated to ensure that children are able to claim their rights to education, health care and meaningfully participate in policy discussion through children's councils. Currently there is 18 ward's children council and 111 were formulated but they are not well functioning due to the lack of capacity building. Orphans and vulnerable children are also assisted by the Council to ensure their right to education. From 2013 to 2018 the council assisted 494 children out of 2,650 identified, in financial year 2013/14 60 children were assisted, 2014/15 101 children, 2015/16 42 children, 2016/17 04 children, 2017/18 113 children.

**Table 33: Distribution of Children Councils by Wards**

No.	Ward	Number of children council		Total
		Ward	Mitaa	
1	Shangani	1	12	13
2	Rahaleo	1	5	6
3	Chuno	1	7	8
4	Reli	1	6	7
5	Chikongola	1	5	6
6	Majengo	1	4	5
7	Vigaeni	1	7	8
8	Likombe	1	5	6
9	Ufukoni	1	5	6
10	Naliendele	1	13	14
11	Tandika	1	5	6
12	Mtawanya	1	7	8
13	Magomeni	1	8	9
14	Kisungule	1	3	4
15	Jangwani	1	7	8
16	Mtonya	1	4	5
17	Magengeni	1	5	6
18	Mitengo	1	3	4

*Source: Mtwara Mikindani Municipal council, Community Development Gender and Youth department, 2018*

**(ii) Coordination of Non Governmental Organization and Community Based Organizations Activities**

The coordination of NGOs activities have been done to ensure that NGOs programs reach the beneficiaries. Currently, there are 40 NGOs and 13 CBOs operating in different sectors including education, health, and agriculture and community development. However, the coordination of NGOs activities is not sufficient as most NGOs are not submitting their implementation report to the council on time

**Table 34: Distribution of NGOs and CBOs activities**

No.	Sector	NGOs	CBOs
1	Healthy education and HIV/AIDS	9	7
2	Legal aid	4	-
3	Special groups (elders, MVCs, widows, women and children,)	11	1
4	Good governance	3	
5	Entrepreneurship	7	5
6	Environment	1	-
7	Sports and talents	2	-
<b>Total</b>		<b>40</b>	<b>13</b>

Source: Mtwara Mikindani Municipal council, Community Development Gender and Youth department, 2018

**(iii) Coordination of HIV/AIDS (Preventive)**

Community awareness on prevention of HIV/AIDS including voluntary testing and counseling has been done to the community. HIV/AIDS at working place through training of staff conducted and 22 affected staff were provided with diet assistance. According to population projection, the population of Mtwara-Mikindani estimated to be 115,623. The number of people tested with HIV is 53,898 equivalent to 46%. Number people with tested positive HIV are 1867. However municipal prevalence rate has dropped from 4.6% in

2013 to 2% 2017. Mobilization of People affected with HIV/AIDS to form an umbrella has been done and one umbrella has been formed and 25 members joined.

***(iv) Establishment of Community Centers and areas for entrepreneurs***

The council has been improving areas for entrepreneurs in order to improve the market for their products and exchange of knowledge. Currently council has improved two areas for tailoring and carpentry activities. Other 2 areas are in the schedule of rehabilitation for soap making and batik (tie and die). The plan is to improve 9 areas for business categories including food processing, chalk making, batik, soap making, welding, calving and other businesses in need. However the council is lacking community centers as the building for this activities are not used for its purpose.

Despite noticeable achievements Community Development Gender and Youth department is facing number of constraints that include: unrecovered loan low level of entrepreneurship skills to women and youth groups, weak coordination of NGOs, low level of women participation in decision making organs within council, inadequate extension service delivered to the community, inadequate of community centers, low level of knowledge and skills on small scale industrialization to the community, weak capacity of Mitaa and Ward children council, low level of community on HIV voluntary testing and existence of Most Vulnerable Children in the community.

**2.2.13 Planning Statistics and Monitoring**

The department of Planning, Statistics and Monitoring has the major role to plan, coordinate, monitor and evaluate all issues related to development projects in collaboration with various stakeholders for the sake of attaining sustainable development of the council.

Generally, the department deals with, planning and budgeting of both development and other charges activities; preparation of Annual action plans and cash flow statements; coordinating the preparation of strategic plan; preparation of the Council progressive and cumulative development reports; monitoring and evaluation of all development activities; management of both physical and financial resources; to assist in preparation of socio-economic profile so as to bring together available statistics on the activities and resources of each department and units; to collect, combine and analyze categories of data as a basis for planning; to coordinate the process of planning, budgeting and implementation of development projects; to establish, monitor and evaluate performance indicators in the process of project implementation for the sake of creating an environment of socio-economic development; to prepare and disseminate reports of various socio-economic activities implemented in the Council; to collect, analyze, interpret and disseminate data and various reports for consumptions of stakeholders during preparation of their plans; to store and manage Council socio-economic data.

The department has been working hard to make sure that the community of Mtwara-Mikindani Municipal Council acquires high and quality social services by involving the community and other stakeholders in planning and implementation of development activities in their areas; Monitoring, supervising and evaluating the implementation of development projects in all 18 wards of the Council; Making sure that socio-economic projects such as water projects, road and bridges infrastructure projects and school infrastructures development projects have been implemented and reported to stakeholders; Making sure that Socio-Economic Profile of the Council is in place and communicated/disseminated to stakeholders.

### **2.2.14 Bee keeping**

Production of honey and wax is another sector which has not been fully utilised by residents of Mtwara Mikindani Municipal Council. The core-functions of beekeeping unit are to improve quality and quantity of beekeeping products and by-products, to prevent pests and diseases outbreak, to provide extension services to beekeepers on modern ways of beekeeping practises, to sensitize, formulate and supervise groups of beekeepers to insure high profit. According to the government employee standing order, beekeeping unit supposed to have 3 employees, one with ordinal diploma as assistant and two with degree holder. Council has only one (1) employee (diploma holder) beekeeping officer since 2013 to 2018.

Besides having conducive environment for modern bee keeping the council had only 269 cumulative modern beehives for the last seven years period. Mtwara Mikindani Municipal Council has six 6 groups of beekeepers, in each group consists of ten (10) to (15) members. Current four (4) groups of beekeepers are active. Per annual production of honey from 2016/2017 is 1.2tones. According to the national beekeeping policy of 1998, the council aimed to increase production from 1.2tone to 20 tones by encouraging establishments of new beekeepers groups and emphasis on modern beekeeping technique. Three 3 groups were registered (jikombwe, nguvu kazi and shirikishi). Other groups are facing some challenges such as conflict between members due to poor organisation ,high number of aged people and low production which discourages beekeepers to work hard. Either beekeeping equipment's (hive covers, hive floors, hive tools, queen excluder, bee protective ,bee smokers ,honey and beeswax strainers, beeswax storage facilities, frames ,combs) needed by the beekeepers but they are expensive to be affordable by the beekeepers.

Implementation of modern bee keeping is yet to be achieved in Mtwara Mikindani Municipal Council due to the low number of modern beehives. This is evidenced by the number of modern beehives found in the last seven years. In 2011, the council had only 265 modern beehives; it was increased to 398 in 2013 and then decreased to 269 in 2015. Mtawanya ward had the largest percentage (41.9 percent) of beehives in the council followed by Naliendele ward (26.6 percent) and Magengeni ward (16.2 percent). Again, Mitengo ward though has good environment for bee keeping was the least with only 0.6 percent of modern beehives in the region (Table 1.0). One general observation from these data is that there is a high expectation on the improvement of bee keeping in future due to a significant increase on the use of modern beehives in recent years.

In improving quality and quantity of bee products; by 2016/2017, four (4) groups (Mtawanya, Naliendele, Kisungule and Magengeni) attained beekeeping education and awareness on how to extract quality honey which results to the production of 1.2 tone of honey and 60kg of bee wax in Mtwara municipal Council. In most cases, pests have been reported as the challenge to the most of beekeepers in Mtwara Mikindani Municipal Council, most of beehives are affected by pests such as rodent. Like other sectors beekeeping is susceptible to pest and diseases, this disorders can impact the health of honey production, In 2015/2017 the unit was able to provide education to four ( 4 ) groups (Mtawanya, Naliendele, Kisungule and Magengeni) on how to keep beehives safe from pests and diseases .Recent four ( 4 ) groups were trained on how to maintain beehives. Extension services are inevitable to beekeepers , and due to the shortage of stuff, extension services is not regularly conducted .In 2014/2015 six ( 6 )groups of

beekeepers visited, and in 2016/2017, four ( 4 )group visited two (2) group among six ( 6 ) of them empowered on beehives making.

**(i) Processing and Marketing of Bee Products**

Beekeeping products such as honey and bee wax should be processed for high quality and marketability. The council lacks processing and collection centre of honey as a result of low quality of beekeeping products. One (1) group of Iwelu (jikomboe) has an extractor honey machine for extraction of honey, others practises tradition ways. Marketability of beekeeping products still at low level. The amount of honey produced per year is 1.2 tones. Beekeepers supply to the local customers (public and privet offices, shops, and other institutions).

**Table 35: Number of Modern Beehives by Ward 2011 -2017**

Ward	2011	2012	2013	2014	2015	2016	2017	Percent
Mtawanya	150	150	150	112	112	112	112	41.9
Magengeni	37	75	75	37	37	40	40	16.2
Naliendele	78	116	116	78	40	40	40	26.6
Jangwani	0	37	37	36	40	40	34	9.3
Mitengo	0	0	0	5	5	8	8	0.6
Kisungule	0	10	20	20	35	35	35	5.3
<b>Total</b>	265	388	398	288	269	275	269	100

*Source: Mtwara Municipal Council, Beekeeping Department, 2017*

The major problems affecting Poor control of pests and diseases out-break by community, inadequate bee officers, low knowledge of processing technique by bee keepers; inadequate of harvesting gears (bee protective, bee smokes, hive covers); poor managements of beekeeping groups.

## **2.2.15 Agriculture, Irrigation and Cooperatives**

Mtwara Mikindani Municipal council has two divisions, 18 wards out of which six wards are involved in agriculture .According to 2012 census, the council had population of 108,299 where 51,062 were males and 57,237 were female. Due to growth rate of 1.6 yearly now the council is projected to have 118,696 among them about 21611 are farmers (6757 house hold) which are equivalent to 11.4% of population. According to National Bureau of Statistics, National Accounts Data (2016) agriculture contributes 12.4% of sector GDP in Mikindani Mikindani Municipal Council (MMMC) and in 2015, 39% shares of Growth of Domestic Product (GDP) at current prices. The major function of the department is to report on the status of food in the council and stakeholders, to provide consultancy service to cooperative societies; to facilitate registration of cooperative societies; to provide coordination and directives/policies; to prepare municipal agriculture production plan and crop calendar for the farming year; provision of farmers with knowledge, information, experiences and technologies needed to increase and sustain productivity and for improved well being and livelihood; organize and coordinate cooperative issues; provision of new modern agriculture technique to farmers; use information communication technology to promote sharing and exchange of relevant information on sustainable agriculture; to supervise and audit cooperative societies and to link with research and extension services. The department has total number of 21 staff, of whom 16 are Agriculture Field Officers (AFO), 1 Agricultural Technician Officer (ATO), 1 Principal Agriculture Field Officer (PAFO), 2 Cooperative Officers(CO) and Municipal Agriculture Cooperative Officer (MAICO).

Agriculture, irrigation and cooperatives department is divided into three sections namely agriculture, irrigation and cooperative

### 2.2.15.1 Agriculture

Many places in Mtwara Mikindani Municipal Council is observed in urbanizing associated with the less surveyed plots for human settlement, business centers, social services , infrastructures and industries. This did not affect much on land size planted with food crops or cash crops. The council has total land area of 16,000 hectares and endowed with about 8,254 hectares of arable land out of which 6,192 hectare; equivalent to 75 percent is under crop production.

**Table 36: Distribution of arable land (Ha) by 2017**

<b>Ward</b>	<b>Arable land (Ha)</b>	<b>Under cultivation (Ha)</b>	<b>Percentage of arable land under cultivation</b>
Magengeni	845.61	833.41	99
Jangwani	1346	1270.5	94
Naliendele	2680	2189	81.7
Mtawanya	1290	788.95	61.2
Ufukoni	938	568	60.6
Likombe	1028	455.5	42.8
Mitengo	127	85.91	67.6
<b>Total</b>	<b>8254.61</b>	<b>6191.3</b>	<b>75</b>

**Source :** Mtwara Mikindani Municipal Council, *Agriculture, Irrigation and Cooperatives, 2017*

#### **(i) Production of food crops**

The main food crops cultivated in Mtwara Mikindani are divide into four groups; cereal crops (Maize, rice and sorghum), root and tubers (cassava and sweet potatoes), legumes crops (cow pea), and banana. Food crops in Mtwara are the main source of cash income for household by 63% followed by businesses income 20%, wages and Salaries 12%, sell of cash crops 4% (Basic demographic and social economic profile, Mtwara Region 2016). In terms of area

under crop cultivation from the table below, cassava outweigh other food crops by occupying 63.6 percent of area cultivate food crops, followed by sorghum 26,3 percent, legumes 6 percent, maize 5.4 and other (paddy, sweet potatoes and banana) 4.7percent. Crop productivity fall below average; normally the average yield of maize is 1.75T/Ha and potential yield is 6 T/Ha but it 2.02T/Ha, for cassava yield was 6T/Ha while the average yield is 10T/Ha and Potential yield is 60T/Ha, for sorghum yield was 1.97T/Ha while potential yield is 5THa. Low crop productivity were attributed to the following reasons outbreak of pest and diseases example Fall Army Worm and stem borer in maize; in adequate and in accessibility of organic input (pesticides and fertilizer), low utilization of modern input in agricultural production, increased variability and change to drought and flood, last but not least difficulty in obtaining loan to finance long term investment in agriculture.

**Table 37: Land Area under Major food crops, its production and productivity in tons/Ha**

Food crop type	Crop	Land Area(Ha)		Production (Tons)		Productivity of crop (Tons/Ha)	
		2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Cereal	Maize	341	277	630	562	1.8	2.02
	Sorghum	1423	1349	2561.4	2656	2.0	1.97
	Paddy	79	84	137.31	146	1.7	1.75
Root Tuber	Sweet Potatoes	43.5	76	268	478	6.1	6.3
	Cassava	3850	3257	19250	19542	5	6
Legume	legumes	491	308	982	416	2	1,35
Banana	banana	76	80	635	769	8.4	9.6
	<b>Total</b>	<b>6303.5</b>	<b>5123</b>	<b>24463.71</b>	<b>24569</b>		

*Source: Mtwara Mikindani Municipal Council, Agriculture, Irrigation and Cooperatives, 2017*

Mtwara Mikindani is experiencing of food inadequacy over years now. Food requirement for council financial year 2018/19 is estimated to be 44,623.78 Tons where 28,160.63Tons of

carbohydrate and 16,463.16 Tons of protein. Food production in 2016/2017 for cereal crops was 23825Tons, calculating total cereal equivalent (maize, sorghum, paddy and tuber/root) only 10,542 Tons council has so there are deficit of 34082 Tons of carbohydrate.

***(ii) Production of Cash crops***

The council has two groups of cash crops namely: permanent crops and seasonal crops. The priority cash crops for the existing Agro-Ecological Zone are cashew nut, coconut, ground nuts, sesame and sunflower. The major cash crop in Mtwara Mikindani Municipal is cashew nut followed by coconut. Sun flower and sesame are recommended but still farmers not cultivate in large quantity due to lack of agro processing industries for oil extraction, in adequate of agriculture market information system and low utilization of modern input in agricultural production . Land area planted with cashew nut is 4295.3Ha which encounter 87 percent of cash crops coverage. The council has total number of 1429 farmers involve in cashew nut production with number of cashew nut planted 260,769 making an average of 61plant/Ha and 182 plants/farmer. The land area for coconut is reduced year to year due to pest (Rhinoceros beetle) and disease, use of building material. Land area for coconut is about 619 Ha making 13 percent of cash crops planted. From table below it was observed that average productivity of cashew nut in 2017/2018 was 221.3Kgs/Ha which is below average yield of 500Kgs/Ha and potential yield of 1000 Kgs/Ha. From the data it is observed that there is low productivity of land and other production inputs. This is caused mainly by inadequate finance to obtain productivity-enhancing inputs or capital, limited of support services (research and extension, agriculture information and plant protection) and appropriate technologies forcing the majority to produce below the potential or for subsistence.

**Table 38: Land area (Ha) and its production Cash crop production by 2016/17 to 2017/2018**

Ward	Cashew nut					
	Number of farmers	Land area (HA)	percentage area	Plant population	Production (kgs) 2016/2017	Production (kgs) 2017/2018
Ufukoni	171	393.93	9.2	24798	9049	88225
Mitengo	75	175.91	4.1	9502	46771	33325
Naliendeke	613	1796.6	42	122091	537302	465825
Mtawanya	273	788.95	18.3	52998	96873	151470
Jangwani	126	270.85	6.3	17559	17839	101948
Likombe	4	235.223	5,5	12751	6675	5776
Kisungule	24	308.3	7.2	3518	19582	22455
Mtonya	92	192.11	4.5	9536	36415	49539
Magengeni	52	133.4	3.1	8016	24979	32215
<b>Total</b>	<b>1429</b>	<b>4295.3</b>	<b>-</b>	<b>260769</b>	<b>795485</b>	<b>950778</b>

*Source: Mtwara Mikindani Municipal Council, Agriculture, Irrigation and Cooperatives, 2018*

### **(iii) Farm inputs**

It is observed that crop pest and diseases are creating a great economic risk to crop development in council. On average, about 30 to 40 percent of overall total crop production is lost annually due to pre- and post-harvest losses. The losses are even higher in case of pest outbreak that can inflict up to 100 percent crop if not controlled. Market needs call for appropriate local pest management options compliant with good agriculture practices to ensure export standards, environment protection and bio-safety, which are critical requirements in international trade. The problems encountered in municipal farmers were weak monitoring and control mechanism; limited management option for pest and diseases; weak sanitary phyto-sanitary service and lack of improved seeds. Current situation in supply of input is based on only cashew nut where government subsidies however; still there is inadequacy of its supply. For the financial year 2018/19 example Sulphur dust is estimated to be

236,615kgs equivalent to 9445bags but supply (subside input) of 2016/17 was only 71,636Kgs and 36,450kgs (non-subside input) this makes only 46% of Sulphur required. In financial year 2017/2018 supply of Sulphur dust was 256,441kg equivalent to 10,258 bags (subside input) this makes 108% of required (surplus of 19,826kgs). Inputs were supplied to two AMCOS namely Naliendele and Muungano.

**Table 39: Farm input distribution 2017/18 (with subsidize)**

AMCOS	Production	%	Sulphur dust (kg)	Tridiminoil (lts)	Movil (lts)	Tebuconazole (lts)	Chloropyrifos (lts)	Profenofos (lts)	Chlorothalonil (lts)
Muungano	1,654,215	71	181,657.2	1,063.98	544.74	259.27	519.24	259.27	51.71
Naliendele	681,000	29	74,783.8	438.02	224.26	106.73	213.76	106.73	21.29
<b>Total</b>	<b>2,335,215</b>	<b>100</b>	<b>256,441</b>	<b>1,502.00</b>	<b>769</b>	<b>366.00</b>	<b>733.00</b>	<b>366.00</b>	<b>73.00</b>

Source : *Mtwara Mikindani Municipal Council, Agriculture, Irrigation and Cooperatives, 2017*

#### **(iv) Crop Marketing**

A total of 1,888,321kilograms of cashew nuts were marketed in the council which earned a sum of TZS 7,278,105,420. On contrary, Muungano AMCOS was the main producer of cashew nuts in the council marketed 1,212,415 kilograms which worth 4,695,398,805 TZS (64.2 percent) of a total revenue. Naliendele AMCOS marketed 675,906 kilogram which worth 2,582,706,615 TZS (35.8percent). Out of TZS 7,278,105,420; TZS 6,941,040,122 was paid to farmers (95.4 percent) and TZS 337,065,298.5 was export levy (4.6 percent).

**Table 40: Amount of Cashew nut Marketed and Revenue Earned by AMCOS 2017/2018**

AMCOS	Production (Kg)	Average price (Tsh/kg)	Amount (TZS)	Export Levy (Tsh 178.5/kg)	Payment to farmers (TZS)
Muungano	1,212,415	3,873	4,695,398,805	216,416,077.5	4,478,982,728
Naliendele	675,906	3,821	2,582,706,615	120,649,221	2,462,057,394
<b>Total</b>	<b>1,888,321</b>		<b>7,278,105,420</b>	<b>337,065,298.5</b>	<b>6,941,040,122</b>

Source: *Mtwara Mikindani Municipal Council, Agriculture, Irrigation and Cooperatives, 2018*

### **(v) Ware house**

The Municipal council is inadequate in food production this led to businessmen to procure food crops from other district within the region and other near regions like Ruvuma. Inadequacy of food crop produce made an opportunity of construction of ware houses for food crop storage. There are 2 ware houses owned by two AMCOS for cashew nut storage and 23 warehouse owned by individual business men and company. The capacity of the warehouse is 17,773 Tons. However, there is opportunity for investor to construct more ware house to carter problem of food storage facilities for food crops, cash crops and horticultural crops. The table below shows number of ware house, location and its capacity in tons.

**Table 41: List of ware houses, location and capacity (Ton)**

<b>Ward</b>	<b>Warehouse Number</b>	<b>Capacity (Ton)</b>	<b>Location/Mtaa</b>	<b>Crops stored</b>
Chikongola	5	610	Liyawile	Maize
Chikongola	2	400	Liyawile	Maize/rice
Chikongola	1	100	Magomeni Newala (rd)	Maize
Chikongola	1	18	Magomeni Newala (rd)	Cassava
Chuno	1	10	Ligula c	Maize
Reli	2	250	viwandani	Maize
Reli	5	16060	N H C	Maize
Naliendele	2	40	N H C	Maize
Chikongola	1	25	Sabasaba	Maize
Chikongola	1	200	Sabasaba	Rice/ maize
Chikongola	1	30	Mwera	Maize
Majengo	1	30	Citus	Maize
<b>Total</b>	<b>23</b>	<b>17,773</b>		

*Source: Mtwara Mikindani Municipal Council, Agriculture, Irrigation and Cooperatives, 2018*

### **(vi) Agro-Processing industries**

The council has 20 milling machines dealing processing of corn with total capacity of 125tons and there are 5 rice hulling machines with capacity of 34.5 tons. This makes a total 25 processing plant with capacity of total. Both milling and hulling machines have capacity of 159.5tons.

**Table 42: List of Agro processing industries**

<b>Ward</b>	<b>Number of milling/hulling machine</b>	<b>Location/ Mtaa</b>	<b>Capacity (Tons)</b>	<b>Produce processed</b>
Chikongola	7	Liyawile	26	Corn
Chikongola	3	Liyawile	23	Rice
Chikongola	1	Magomeni Newala (rd)	10	Corn
Chikongola	1	Mtawike	10	Corn
Chikongola	1	Mtawike	5	Rice
Chuno	1	Ligula coco beach	5	Corn
Reli	4	Viwandani	24	Corn
Reli	1	Viwandani	6.5	Rice
Chikongola	2	Sabasaba	20	Corn
Chikongola	1	Mwera	5	Corn
Majengo	1	Citus	5	Corn
Naliendele	2	Sokoni	20	Corn
<b>Total</b>	<b>25</b>		<b>159.5</b>	

*Source: Mtwara Mikindani Municipal Council, Agriculture, Irrigation and Cooperatives, 2018*

### **2.2.15.2 Irrigation**

Irrigation is essential for increased productivity and production as it mitigates vagaries of weather, which is becoming more frequent and intensive because of climatic change. The council is endowed with a potential area for irrigation prospects of about 56 hectare due to its

geographical location, topography and ecological condition. However, in past year the council managed to utilize only 13 Ha equivalents to 22.4%. There is a need to develop potential area for irrigation by starting irrigation system so as can be used for production of high valued crops like horticultural crop however, to establish requires high initial cost. Major horticultural crops grown are tomatoes, amaranths, cucumber, okra, egg plant, African egg plant. Paddy is the only major food crop grown.

**Table 43: Distribution of irrigation prospects and crop grown by 2017**

Ward	Potential Area		Irrigated Area		
	Area (Ha)	Percent	Hectares	Percent	Major crops
Jangwani	48	72.73	8	16.66	Tomatoes, amaranths, Chinese cabbage, cucumber, and watermelon
Ufukoni	10	15.15	5	50.00	Paddy, okra, egg plant, cucumber
Naliendele	8	12.12	3	37.50	Amaranths, okra, African egg plant
<b>Total</b>	<b>66</b>	<b>100</b>	<b>16</b>	<b>24.24</b>	

*Source: Mtwara Mikindani Municipal Council, Agriculture, Irrigation and Cooperatives, 2017*

### **2.2.15.3 Cooperatives**

Cooperative societies involves three category; those dealing with marketing namely Agriculture Marketing Cooperative Society (AMCOS) are 2 with 810 total members, who dealing with Savings and Credit Cooperative Society (SACCOS) are 15 with 956 total members and other cooperative depending their activities they do are 15 with total member of 725. All three societies have total

member of 2494. The financial year 2017/18, council has 2 AMCOS, 36 SACCOS and 15 other cooperative societies depending on their activities they do. Out of 36 SACCOS, 21 Cooperative societies are proposed to be disqualified because are not active.

The major constraints facing agriculture, irrigation and cooperatives sector include: lack of modern structures for starting urban farming (horticultural crops), reduction in area planted to settlements, environment degradation, weak agro-industries and poor linkages within the value chain of agriculture produce. Outbreak of pest and disease example fusarium wilt in cashew nuts and Fall Army Worm (FAW) on annual food crops, lack of modern crop storage facilities especially to horticultural crops (perishable crops), over dependence on rain fed agriculture, unpredictable weather condition, low production of annual crops due to over dependence on rain fed agriculture, low quality of agriculture produce, low and quantity of agriculture produce, low knowledge and understanding on cooperative.

### **2.2.16 Information Communication Technology and Public Relation**

The information communication technology and public relation unit is among of the six Unit in Mtwara Mikindani Municipal Council. The unit is divided into two subsections which are information communication technology and public relations. The Unit plays the following roles such as to supervise all Content Management systems, Maintenance and Service on ICT infrastructure, informing the community on issues related to Mtwara Mikindani Municipal Council, To Establish good relationship within and outside of the organization, Advice management on communication issues, managing Crisis and managing internal communication.

### 2.2.16.1 Information communication Technology (ICT)

This subsection deals with the Content Management System and Maintenance of ICT Infrastructure of the Municipal Council. Up to date Municipal has 150desktop, 89lap top, 47printer, 9 Scanner, 17 Photocopier and 117 tablets all of these facilities are managed by ICT Unit. Also, Municipal established Local Area Network (LAN) and a well-structured standard Wide Area Network (WAN) received from central government and supervised by eGA. Having this WAN led each department to have an access of internet. In addition to that there are 25 Content Management systems and all system are active.

**Table 44: Content Management Systems (CMS)**

No.	Content Management System (CMS)	Department/Section
1	Local Government Revenue Collection and Information System (LGRCIS)	Finance and Trade
2	Government of Tanzania Hospital Management Information System (GoT-HoMIS)	Health
3	Facility Financial reporting accounting and Reporting System (FFARS)	Health and Education departments
4	Basic Education Management Information System (BEMIS)	Secondary and Primary Education Departments
5	School Information System (SIS)	Primary Education
6	Integrated financial Management information system (EPICOR 10.2)	Finance and Trade
7	Human Capital Management Information System (HCMIS/LAWSON)	Human Resource and Administration
8	Government Salary Payment Program (GSSP)	Human Resource and Administration
9	Primary Records Management (Prime)	Primary Education
10	Productive Social Safety Net (PSSN)	TASAF
11	Government Electronic Payment Gateway (GEPG)	Urban Planning, land and natural resources

No.	Content Management System (CMS)	Department/Section
12	Land Management Registration System (LRMS)	Urban Planning, land and natural resources
13	File Tracking System (FTS)	All departments and Sections
14	Geographical Information System (GIS)	Urban Planning, land and natural resources
15	Planning, Reporting and Budgeting (PLANREP)	All departments and Sections
16	District Health Information System (DHIS 2)	Health
17	Vaccine Information Management System (VIMS)	Health
18	Integrated Logistics Management Information System (ILMIS)	Health
19	Health Management Information System (HMIS)	Health
20	Government Web Framework (GWF)	ICT and Public Relations
21	National Sanitation Management Information System (NSMIS)	Environmental and solid waste management
22	System of Maintenance and Management of Asset (SOMMA)	Procurement
23	Water Point Data Manager (WPDM)	Water
24	Management Information System (MIS)	Water
25	Agricultural Routine Data System (ARDS)	Agriculture, irrigation and cooperative and Livestock and fisheries departments

Source: *Mtwara Mikindani Municipal Council, Information Communication Technology and Public Relation, 2018*

### 2.2.16.2 Public Relations

Public relations deal with managing the spread of information between an individual or an organization and the public. In managing the spread of information Mtwara-Mikindani Municipal Council use different ways such a mass media, Telecommunication Company Network, Municipal website, social media pages and notice board to disseminate information to the public so as to establish good relationship. The accessibility of telecommunication network is 100%

where by the people of Mtwara-Mikindani are able communicate everywhere through TTCL, Tigo, Airtel, Vodacom and Halotel Networks.

There are 3 local radios namely Pride, Safari and radio Jamii which is owned by other stakeholders, but also the community access information from broad media like radio (TBC, CLOUDS, EFM, East Africa, Times, Radio free), Television (ITV, TBC, Channel 10, EFM, Azam, Clouds etc.) Newspaper (Mtanzania, Tanzania Daima, Uhuru, Habari Leo, Mwananchi, Daily News, The Guardian etc.) so the Municipal council use these media as a means to communicate with community. Not only that but also Mtwara Mikindani Municipal council owned website known as [www.mtwaramikindanimc.go.tz](http://www.mtwaramikindanimc.go.tz) and social media pages like Facebook (Mtwara Mikindani Manispaa) Instagram (mtwaramikindanimc) and twitter (Mtwara-Mikindani mc) also used to spread information.

Even though there are accessibility of information but there is inadequate dissemination of information from Municipal to the public due to inadequate fund and lack of Mass Media owned by the Council. Apart from those above also Mtwara-Mikindani Municipal planned to have 73 Notice boards and so far, there are 55 notice boards with a total deficit of 18.

Despite noticeable achievements there are constraints which affect community members that include: computer illiteracy among staff, low knowledge of staff on using CMS, lack of LAN to five dispensaries for installation of GoT-HoMIS, in adequate working tools compared to innovation of technology, lack of Municipal Mass Media, inadequate fund to facilitate staff attending workshop to develop carrier, lack of Municipal communication strategy, absence

of 18 notice board in some offices and inadequate information dissemination to the community.

### **2.2.17 Election**

Election Unit is one of the sections in the Local Government Authorities which were established since 2012 for the purpose of providing the community more chance to practice democracy. The Mtwara-Mikindani Municipal Council is composed of six units and thirteen departments. The Election Unit is among the six units. Mtwara-Mikindani Municipal Council has only 1 Constituency, 18 Wards and 121 Polling Stations were declared for 2015 General Election. In summary the core functions of this unit are: supervise both local and national elections; Maintain data concerning registered voters, elections, and distribution; Responsible for public education with respect to voter registration and information; Ensuring fairness, impartiality and compliance with election law; and Helping political parties and candidates comply with election legislation.

Activities implemented during the Pre-Election include the following: Budgeting; Review and Demarcation of Ward and Mtaa boundaries; Registration of Voters; Purchase of Election Equipment and Materials; Provision of Voters education and awareness. During this phase, Election unit implement the following activities: Nomination of Candidates; Co-ordination of Election Campaigns; Overseeing performance of the Election Ethical Committees; Training of Election Officials; Printing and distribution of Ballot Papers; Distribution of Election Equipment and Materials; Counting of Votes; and Declaration of Election Results. During this phase, Election unit implement the following activities: Post-Election Evaluation; Dealing with Election Petitions; and Preparation of General Election Report.

### **(i) Voters Registration**

The Mtwara-Mikindani Municipal Council commenced the updating of Permanent National Voters Register (PNVR) from 24<sup>th</sup> April to 24<sup>th</sup> May, 2015. The updating of the PNVR was done by registering all eligible Voters including those who were previously registered. Furthermore, those who were expected to attain 18 years of age on the day of Election were also registered. During the updating of the PNVR, the Council estimated to register 71,133 Voters. However, the Council registered 83,878 Voters, equivalent to 117.92% of the estimation.

**Table 45: Status of voters registration**

Ward	Male	Female	Estimated Voters to be registered 2015	Actual Voters registered, 2015	Percentage (%)
Ufukoni	3731	3571	4404	7302	165.80%
Mitengo	945	878	992	1823	183.77%
Magengeni	612	716	1165	1328	113.99%
Mtonya	593	708	1222	1301	106.46%
Kisungule	532	570	716	1102	153.91%
Jangwani	1441	1565	2648	3006	113.52%
Magomeni	6990	7097	10893	14087	129.32%
Mtawanya	1318	1587	2692	2905	107.91%
Naliendele	2671	2510	4716	5181	109.86%
Chikongola	2531	2331	3794	4862	128.15%
Tandika	3009	3296	5735	6305	109.94%
Majengo	1400	1496	2615	2896	110.75%
Likombe	3407	3651	5982	7058	117.99%
Reli	1169	1138	1976	2307	116.75%
Rahaleo	2461	2225	3490	4686	134.27%
Chuno	2595	2896	5918	5491	92.78%
Vigaeni	1466	1178	2522	2644	104.84%
Shangani	5026	4568	9653	9594	99.39%
<b>Total</b>	<b>41897</b>	<b>41981</b>	<b>71133</b>	<b>83878</b>	<b>117.92%</b>

Source : Mtwara Mikindani Municipal Council, Election Unit, 2018

There was higher Voter turnout of 57,519 (68.6%) of the Registered Voters in the 2015 General Election as compared to 29,631(44.81%) of the Registered Voters in the 2010 General Election. The Political Parties were participated for Parliamentary post are CCM, CHADEMA, CUF, NCCR-Mageuzi and ACT-Wazalendo. Parliamentary election results for 2015 General Election number of

Votes obtained; ACT 453 (0.79%), CCM 24291 (42.71%), CHADEMA 4395 (7.72%), CUF 26815 (47.15%) and NCCR-MAGEUZI 912 (1.6%). Councillors' Election Results; CCM obtained 7 (39%), CHADEMA 3 (17%), CUF 8 (44%); Out of all the 18 elected Councillors, 2 are Women and 16 are Men. Name of Wards won by each political party; CCM – Chuno, Likombe, Magengeni, Majengo, Mtawanya, Mtonya and Naliendele. CHADEMA – Rahaleo, Reli and Shangani. CUF – Chikongola, Jangwani, Kisungule, Magomeni, Mitengo, Tandika, Ufukoni and Vigaeni.

Elections issues affecting community members are: low level of electoral civic education among the community members; low level of Voters turnout of 57,519 (68.6%) among the 83,878 Voters were registered for 2015 General Election; inadequate good polling station for conducting election activities; complaints there was no free, fair and transparent election.

### **2.2.18 Procurement Management Unit**

Procurement management unit is one among 6 units under 13 departments in Mtwara-Mikindani municipal council. Procurement management unit was established under subsection 37(1) of procurement act of 2011, procurement management unit shall be headed by personal with appropriate academic and professional qualification and experience in procurement function registered by procurement professional body .The head of procurement management unit report directly to the accounting officer of the procurement entity. Core functions of procurement management unit are to: support the functioning of the tender board; prepare advertisement of the tender opportunities; prepare contract documents; prepare tendering documents; implement the decisions of the tender board; manage all procurement and disposal by tender activities of the procurement entity; prepare monthly report for the

tender board; maintain a list or register of all contracts awarded; recommend procurement and disposal by tender board; act as secretariat to a tender board; issue approved contract documents to bidders; maintain and achieve records of the procurement and disposal process. As per establishment of procurement management unit supposed to have 8 staffs but currently there are 9 staffs.

For the year 2017/2018 procurement management unit implement its procurement plan for construction of borehole pumped piped scheme for Naliendele village in Mtwara-Mikindani municipality; rehabilitation of COTC and Senegal roads and construction of concrete paved commuter (daladala) bus stand at Mtwara-Mikindani including loading/off loading bus bays; ,mashujaa public park ,Tilla park and Maduka makubwa children playgrounds extension of Chuno road to port and construction of Vigaen-Mtepwezi stand alone drain ,skip pads and Chuno market, and lastly the provision of construction supervision consultancy services for urban infrastructure development in Mtwara-Mikindani municipality under TSCP second addition financing. Security services were also provided, Maintenance of 44 roads were conducted and erection of standard road signs were completed.

The major constraints affecting PMU includes: inadequate computer accessories e.g. Desktop computer ,laptop, scanner; inadequate procurement professional training program among procurement staff; lack of protective gear; lack of storage facilities; lack of large warehouse for storage of goods; interference of user department to procurement management unit; procurement plan does not implemented accordingly due to delaying of receiving of fund in adequate procurement knowledge to user department.

### **2.2.19 Legal and Security**

The core functions of the legal unit are: Advising the Council in all legal matters, advising and directing compliance of laws and regulations in council meetings, to coordinate the making and amendment of by laws of the council, administer execution of bylaws, Preparing, Vetting and administer all contracts for the council, coordinate the conducts of ward Tribunals and to represent the council in all suits (cases) in courts of law.

Legal advice has been delivered in all meetings and normal execution of daily activities of the council. Several legal advice to the council such as termination of employment of the convicted employees, performance of different contracts, supervising security guards and militia. Representing the council in all current 14 cases from Court of Appeal, High Court, and Resident Magistrate Court and on Tribunals. The legal unit has managed to represent the council in six (6) civil cases and eight (8) Land cases. In 2017/2018 the council had managed to win two (2) Land cases and settled amicably eight land cases. However the Unit has lost in four (4) cases in which it brought loss to the Municipal Council.

The unit has managed to file 183 revenue cases in the District and Resident Magistrates Courts for all defaulters who have failed to pay different taxes and fees to the Municipal Council. These cases helped to the council to collect more than Two Hundred Million (200,000,000) Tanzania shillings as own source collection, For example Airtel Tanzania Ltd as one of the defaulters of Billboard fee paid thirty seven millions (37,000,000/=) to the council after admitting in court to settle the defaulted amount.

New by law of 2018 (fee and charges) is in place as gazetted in G.N. 161 of 27/04/2018. Every council member and community at large

through the legal unit should become very familiar with the bylaws of the council because it establishes rules for conducting business, and how much fee and charges of a business should pay to the council etc. This new By law will help the council to collect revenue with the current price hence improve and raise the own source collections through imposing fines and penalty of offences, inspection of licenses, collections of fees in market places and fee in environment charges.

Prepare and vetting of 256 contracts for the council. The legal unit has managed to sign four (4) big contracts which are still implemented in the areas of jurisdiction of the council, 193 loan contracts of women development funds which is still in implementation by paying back the loan given to the women and youth groups, 42 contracts of short term employed workers such as security guards and laborers in different department, and 17 workers who have one year contracts to work in the council such as IT technician and operators. Managed to attend and advised legal issues in 35 decision making meetings (Baraza) of the council. The legal advice helps the council in reaching its decisions for the development of the community, for example settling of cases amicably helps the council not to pay much costs to the plaintiffs or complainants.

Manage to administer establishment of 18 ward tribunals in all wards of the council. The legal unit has managed to form tribunals in all wards in the council but the Unit has not trained the committee members due to inadequate of fund, Many committee members of ward tribunals are lay persons who must be trained and be given the directives and regulations which will guide them to reach their decisions. However some wards such as Chikongola ward, Mikindani, vigaeni and mtonya. In case they face difficulties they

always consult the legal unit to seek directions and sometime they ask for copies of regulations which guide them.

Furthermore, the legal unit is responsible for the supervision of security guards who works and provides security services in the council's main office and other stations such as hospitals, dispensaries, schools and offices. Security guards and militia works in a very difficult situation, as they are paid low salary, they lack uniforms and other working equipments. In collaboration with other departments the unit has managed to administer execution of by laws of the council especially by laws of collection of revenues.

Despite the achievements recorded, Legal Unit is facing with poor working tools at the office (no fully legal library for references); inadequate good working tools at the office (computer, table and shelves). Inadequate number of staff especially Legal officers, few Continuous legal education programs to sharpen legal performance; lack of trainings in ward tribunal committee and ward executive officers; lack of transport for execution of duties of the office.

## **2.3 External Environmental Scan**

### **2.3.1 The Tanzania National Development Vision (2025)**

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

***High Quality Livelihood***, Ideally a nation's development should be people-centered, based on sustainable and shared growth and be free from abject poverty. For Tanzania, this development means that

the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of social groups (men and women, boys and girls, the young and old and the able-bodied and disabled persons) in society. In particular, by the year 2025, racial and gender imbalances will have been readdressed such that economic activities will not be identifiable by gender or race. All social relations and processes, which manifest and breed inequality in all aspects of the society (i.e., law, politics, employment, education, culture), will have been reformed.

***Peace, stability and unity***, A nation should enjoy peace, political stability, national unity and social cohesion in an environment of democracy and political and social tolerance. Although Tanzania has enjoyed national unity, peace and stability for a long time, these attributes must continue to be cultivated, nurtured and sustained as important pillars for the realization of the Vision.

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

***A Well Educated and Learning Society***, Tanzania envisages being a nation whose people are ingrained with a developmental mindset and competitive spirit. These attributes are driven by education and knowledge and are critical in enabling the nation to effectively utilize

knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognisant of the reality that competitive leadership in the 21<sup>st</sup> 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. Mtwara Mikindani Municipal Council as a government machinery is committed in achieving 2025 National Vision by providing quality socio - economic service to its community using its available resources.

### **2.3.2 The Long Term Perspective Plan (LTPP 2011/2012-2025/2026)**

The Long Term Perspective Plan (LTPP, 2011/2012-2025/2026) is being implemented in a series of Five Year Development Plans. In

order to realize the socio-economic transformation envisaged in TDV 2025, the LTPP's strategic direction delineates specific sector policies, guiding principles and long-term objectives and targets. With greater emphasis on capital (development) investment, particularly in the productive sectors and human resources (skills) development, the Plan gives adequate attention to protect and improve the social sector gains, governance and key cross-cutting issues. This being the case Mtwara Mikindani Municipal Council plan and strategies always are focused on the strategic direction envisaged in the LTPP as a way of ensuring its contribution to the implementation of the National LTPP.

### **2.3.3 Tanzania National Five Years Development Plan 2016/2017- 2020/2021 (NFYP II)**

This is an important milestone for Tanzania that a formal Five Year Development Plan is being unveiled. Spanning from 2016/2017 to 2020/2021, the Plan is the formal implementation tool of the country's development agenda, articulated in the Tanzania Development Vision 2025. A prime aspect of the Plan is the recognition of fast-tracking realization of Development Vision 2025 goals. FYDP II is built on three pillars of transformation, namely industrialization, human development, and implementation effectiveness. Specifically, the Plan aspires to:

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

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

In realizations of industrialization, transformation and human development, Mtwara Mikindani Municipal Council should effectively harness its potentials and use the derived prospective in creating conducive environment for investments.

#### **2.3.4 Integrated Industrial Development Strategy 2025**

The National Development Vision 2025 recognizes the leading role of the industrial sector in the process of transforming Tanzania's economy from a weather and market dependent agricultural economy to a self-sustainable semi-industrial one by 2025. Sustainable Industrial Development Policy 1996-2020 (SIDP) declared the government's decision to phase the public sector out of productive activities and allow the private sector to become the

principal vehicle for economic growth. Though the shift from the public to private sector has been successfully accomplished under SIDP, Tanzania's industrial sector is still in the infancy stage and has not played the key role in leading the economy towards self-sustaining growth. Since 2000, the economy has shifted to a steady growth path, made possible through massive inflow of foreign direct investment while local industrial capital has yet to reach the level of playing a lead role in contributing to growth. The Integrated Industrial Development Strategy 2025 (IIDS 2025) reviews the policies of SIDP in the context of the emerging economic environment and prepares a road map for implementation of the SIDP strategies so as to achieve the objectives of the industrial sector as mandated under Vision 2025 targets. Through the implementation of the strategy, IIDS targets the manufacturing sector to grow by 15 % per annum on average, to attain a gross manufacturing value of 16 billion US Dollars and 23% share in GDP composition by 2025. In promoting industrialisation, Mtwara Mikindani Municipal Council is mandated to provide high quality services and creating conducive environment to attract investors in the corridor.

### **2.3.5 East African Community Initiatives**

Tanzania is a member of several regional development initiatives such as East African Community (EAC). These initiatives provide a number of opportunities to member states ranging from extended markets of goods, services and human resources. A notable opportunity for Mtwara Mikindani Municipal council is to utilize its location advantage of being strategic opportunities for industrial base. This may be promoted through attracting investors for around East African Countries and/or helping the Communities in the council to access market opportunities offered by the EAC member countries. Thus, the Municipal Council needs to position itself to assist its residents to harness these opportunities.

### **2.3.6 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 25<sup>th</sup> Septembers, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals and 69 Targets by 2030 deadline. Therefore Mtwara Mikindani Municipal Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Mtwara Mikindani Municipal Council should contribute to achieve in long term are summarized below.

**Goal 1:** End poverty in all its forms everywhere

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

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

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

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

**Goal 6:** Ensure access to water and sanitation for all

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

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

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

**Goal 10:** Reduce inequality within and among countries

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

**Goal 12:** Ensure sustainable consumption and production patterns

- Goal 13:** Take urgent action to combat climate change and its impacts
- Goal14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- Goal15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16:** Promote just, peaceful and inclusive societies
- Goal 17:** Revitalize the global partnership for sustainable development

Tanzania as a member state of the United Nation is committed towards achieving the SDGs, Mtwara Mikindani being among of the government's authority should effectively and efficiently exploit its natural endowment towards achieving the national vision that shall contribute to country's graduation towards the SDG achievement.

### **2.3.7 Agenda 2063: The Africa We Want**

The 24th African Union Assembly held in January 2015, adopted a continental plan for the next fifty years, to ensure transformation and sustainable development for future generations through Agenda 2063. Agenda 2063 is a 50 year strategic aspirations that African Union states committed to achieve by 2063. The African states have rededicated themselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”* As a Vision and an Action Plan, this integration agenda is the blue-print that will guide the ongoing transformation of Africa. It is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny.

The aspirations reflect the desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realized, and with freedom from fear, disease and want. Africa is self-confident in its identity, heritage, culture and shared values and as a strong, united and influential partner on the global stage making its contribution to peace, human progress, peaceful co-existence and welfare. Africa is confident that has the capability to realise her full potential in development, culture and peace and to establish flourishing, inclusive and prosperous societies. Thus, commit to act together towards achieving the following aspirations:

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

Mtwara Mikindani Municipal Council is committed in contributing in achieving the Agenda 2063: "The Africa We Want" through becoming an industrial city with improved socio-economic services that shall trigger economic growth and human development.

### **2.3.8 Tanzania Mini- Tiger Plan**

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

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

Municipal Council is committed in promoting industrialisation for human development that shall contribute regional growth hence promoting to the National target of economic growth to 8-10% by 2020.

### **2.3.9 Small and Medium Enterprise Development Policy 2002**

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

policy aims at revolutionising the SME sector to make it sustainable agent of stimulation of growth of the economy.

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The **overall objective** of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy. Since the contemporary industrialisation base is relatively weak in the municipal, Mtwara Mikindani Municipal Council aspires to become a centre for investment and industrialization for sustainable development of the community by 2025. The Municipal Council has the role of coming up with strategic options of using the available opportunities to enhance the capacity of SMEs in the council.

### **2.3.10 National Agriculture Policy 2013**

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

Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 percent of agricultural GDP. Agricultural export crops have been growing at about 6 percent while food crops have been growing at 4 percent. Food and cash crops account for about 70 percent of rural incomes. During the formulation of the NAP 2013, a holistic approach has been adopted in order to move away from the concept of food and cash crops towards agricultural commodities encompassing the two concepts as some food crops are also used for cash earning hence there is no demarcation on whether such crops are cash and/or food crops. The National Agriculture Policy 2013 also takes into account the existence of huge potential and opportunities for development of the agricultural sector. In this view **Vision** of agriculture policy is: An agricultural sector that is modernized, commercial, highly productive and profitable; that utilizes natural resources in an overall sustainable manner in Eastern and Central Africa that acts as an effective basis for inter-sectoral linkages by the year 2025. The **Mission** is: To facilitate the transformation of the agricultural sector into modern, commercial and competitive sector in order to ensure food security and poverty alleviation through increased volumes of competitive crop products. The **General Objective** is: To develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation. Since agro processing industrial base is among of the Municipal Council's economic direction. This strategic plan takes into account the existence of huge potential and opportunities for development of the agro industries for the development of the municipality and the Nation as the whole.

## **2.4 Strength, Weaknesses, Opportunities, and Challenges (SWOC) Analysis**

In becoming an industrialized city with high quality services for sustainable development of the community, Mtwara Mikindani Municipal Council is committed to effectively use its internal Strength and external Opportunities to address the existing internal Weaknesses and external Challenges that obstruct the progress of the citizens in the Municipal. The internal and external analysis was participatory conducted involving key stakeholders in the municipal council. Through participatory process diverse strengths, weaknesses, opportunities and challenges were identified. The following is the summary of SWOC analysis of the Municipal Council.

### **2.4.1 Strength**

- Availability of skilled personnel at Municipal
- Existence of service charter
- Availability of established potential internal sources of revenues.
- Availability of planned areas.
- Availability of established by laws
- Existence of established master plan.
- Availability of lab infrastructures in all secondary schools
- Construction of WEO offices in all wards.
- Existence of good leadership at council level.
- Availability of working equipments.
- Existence of sanitary modern landfill infrastructures.
- Availability POS- point sale Machines.
- Availability of staff work plans
- Existence of motivation among staff with better performance.
- Higher level of revenue collection from internal sources.

## **2.4.2 Weaknesses**

- Inadequate offices for staffs
- Low level of education among the majority of the citizens
- Existence of LAN system at council level
- Good relationship among staff
- Inadequate of working facilities
- Presence of dissatisfaction among clients.
- In proper and poor record keeping.
- Existence of non functional education fund.
- Delay of file movement.
- Weak enforcement of Acts and by laws.
- Poor data keeping.
- Lack of specialized health services.
- Weak commitment among staff.
- Low enrollment rate in CHF/TIKA
- Unfair promotion among staff.
- Weak follow-up on women and youth loans.
- Low rate of loan women and youth repayment
- Poor identification of income generating groups.
- Outdated capacity building plan.
- Weak orientation to new employees.
- Lack of by laws for WDF.

## **2.4.3 Opportunities**

- Oil and Gas discoveries create opportunities for industrial development.
- Availability of deep sea as a fishing ground and harbor activities
- Production of Cashew nuts as internal source of revenues.
- Existence of Mtwara Airport provides access to international travel.

- Availability of revenue collection infrastructures
- Availability of tourism attraction like Mikindani town.
- Expansion of Mtwara port to accommodate large ships
- Strategic location Proximity to Comoro Islands and Mozambique
- Existence of content management system ( LGRIS)
- Availability of seasonal ponds suitable for fish farming.
- Availability for investment.
- Access to donors project finance.
- Availability of Municipal web site.
- Availability of Ruvuma basin as source of water.
- Availability of trunk Road
- Proximity to Regional Headquarter.
- Presence of academic institutions
- Presence of Finance institutions.
- Availability of skilled labor at labor market
- Availability of 3 local Radio stations.
- Availability of telecommunication companies.
- Proximity to Regional referral Hospital.

#### **2.4.4 Challenges**

- Low level participation of community in development.
- Frequent change of finance act which diversely affect council own source.
- Ad hock directives which interfere council operations.
- Shortage of skilled staffs.
- In adequate number of health facilities.
- Delay release of fund from central Government.
- Shortage of working equipments.
- Lack of waste water stabilization ponds.
- Late approval of promotion at Central level.

- Budget ceilings set by Central government lead to unrealistic budgets.
- Destruction of infrastructures.
- Existence of ghost workers.
- Existence of illegal fishing practice.
- Existence of tax avoidance and evasion
- Poor urban grazing practices.
- Poor performance for standard four and seven
- Reluctance of community in paying solid waste fee.
- Corruption practices among staff and other council members.
- Lack of modern factories for processing agricultural produces.
- Lack of modern fishing gears.
- Lack of modern abattoirs.
- Unreliable market for bee products.
- Inadequate of modern market infrastructures.
- Inadequate staff infrastructures/staff quarters.
- Lack of modern bus/terminal
- Lack of lorry parking.

## **2.5 Stakeholders Analysis**

A basic premise behind stakeholders' analysis for the Mtwara Mikindani Municipal Council was that different groups have different concerns, capacities and interests. Therefore this need to be explicitly understood and recognized in the process of problem identification, objective setting, target formulation and strategy selection. Stakeholder's analysis in Mtwara Mikindani Municipal Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success of this strategic plan being either as implementers, facilitators, beneficiaries or adversaries.

**Table 46: Stakeholders Analysis Matrix**

No.	Name of Stakeholder	Service Delivered to Stakeholder	Stakeholder's Expectations	Potential Impact if Stakeholders Expectations is not met	Rank H= High M=Medium L=Low
1	Financial Institutions (CRDB,NMB, NBC,DTB,EXIM,BOA,TPB,ECO- BANK, PBZ, TUNAKOPESHA)	Customers for Loans, Land for Construction, Waste collection, Social services Loan deductions	Quality Social Services, Customer care, Timely Service Delivery Interest from Customers Profit Maximization Collaboration	Collapse of Financial Institutions Reduced corporate Social Responsibility, Loss Revenue from Financial Institutions. Loose trust	H
2	Utility Providers (TANESCO MTUWASA)	Land for construction, Water/Electricity Bills, Infrastructure lay out Plan	Timely Payment of water /Electricity Bills, Maximum Collaboration, Timely Service Delivery	Failure to run their Business, Increased Debts, Conflict of Interests, Poor service delivery to community, Municipal will fail to operate, Land use conflict	H
3	Central Government	Tax collection on behalf of	Timely and high quality service	Adverse audit	

No.	Name of Stakeholder	Service Delivered to Stakeholder	Stakeholder's Expectations	Potential Impact if Stakeholders Expectations is not met	Rank H= High M=Medium L=Low
		Central Government, Identification/ establish potential source of Revenue on behalf of central government, Provision of Social services to Community on behalf of central government, Receiving Implementing policies, Rules plans from central Government,	delivery to community, Implementing & translating policies at lower level, Obedience and integrity, transparent & accountable, timely delivery of required reports to central government.	opinion from CAG, Late receiving of government sub-venting from central government, Crisis in service delivery to government,	H
4	NGOs	Recommendation for registration, collaborations, Social services, Land for construction	Maximum Collaboration, Recognitions, Customers, Maximum support in implementing projects to local level	Some of them will collapse, Failure to be registered, loose access to funds donors, Failure to be	H

No.	Name of Stakeholder	Service Delivered to Stakeholder	Stakeholder's Expectations	Potential Impact if Stakeholders Expectations is not met	Rank H= High M=Medium L=Low
				recognized.	
5	CBOS	Recommendation for registration, Empowerment Social services ,Training Collaboration Recommendation on linkages with financial institutions, Provide loans	Timely accessibility of loans ,Recognition, Maximum collaborations,	Collapse and loose hope, increased rate of poverty among community members,	M
6	Political Parties (CCM,CUF, TLP CHADEMA ,NCCR MAGEUZI ,ACT-WAZALENDU)	Collaborations, Social services, Implementation of party Manifesto, Land for construction Identification of voters	Maximum collaboration, fare treatment, to win more members, To win election the government	Collapse of some of them, Political Unrest, Community conflict	H
7	Social Security Funds ( NSSF, PSPF, LAPF)	Customers, Statutory deductions, collaborations in soliciting new members Information of beneficiaries, Receive	Timely submission of contributions, customer care, Timely updating of employee information's, Transparence in service delivery	Collapse if not provided with deduction, delay of terminal benefits from pension	H

No.	Name of Stakeholder	Service Delivered to Stakeholder	Stakeholder's Expectations	Potential Impact if Stakeholders Expectations is not met	Rank H= High M=Medium L=Low
		loans from them		funds to beneficiaries	
8	Community Members	Social services, Extension services	Timely provision of social services Quality delivery of social services	Low participation of community member in development projects, Miss trust , Sabotage of infrastructures, development projects	H
9	Suppliers & service Providers	Land for investment, license, tenders, Registrations	Winning more tenders, Timely access of information, Timely payment of services offered	Collapse of business, reduced services delivery , low quality of service to community	H
10	Cooperative Societies (AMCOS & SACCOs)	Recommendation for registrations, Auditing, Technical & financial advice, offer information's	Collaborations, Technical & Financial advice, Supervision & coordinating them.	Collapse, reduced financial/Revenue contribution to the council, crease rate of unemployment	H

No.	Name of Stakeholder	Service Delivered to Stakeholder	Stakeholder's Expectations	Potential Impact if Stakeholders Expectations is not met	Rank H= High M=Medium L=Low
				ent and poverty	
11	Higher Institutions	Land for constructions, Consumption of their products, Provision of information's, providing areas for field work.	Collaborations, recognitions, Recommendation to students	Knowledge gap, Students will loose competencies	M
12	Research Institutes	Land for construction, Data & information , collaborations	Timely access of Data and Information's, To use their research results in addressing community problems	Failure in conducting research, Demoralized, Loose hope, miss interpretation of research result to community	M
13	Mass Media (Radios TV, Magazines)	Revenues, collaborations ,Land for investments, Information's	Timely access to information's, Recognitions & collaborations.	Negative attitude towards Organization, Miss information to the Community .	H
14	Employees	Employees Benefits.	High salaries Conducive	Loose of morale,	

No.	Name of Stakeholder	Service Delivered to Stakeholder	Stakeholder's Expectations	Potential Impact if Stakeholders Expectations is not met	Rank H= High M=Medium L=Low
			working environment, Fare and Timely Promotion & better working tools/gears	corruption, Under performance	H
15	Politician ( councilors, Ministers, Member of Parliament)	Recognitions, cooperation's , Timely dissemination of reports.	To win election, implementation of Party Manifesto, Fare treatment, Quality services delivery to community	Mistrust Disagreement conflict, Managerial failure	H
16	Religious Institutions	Land for construction.	Social services , Maximum collaborations	Social unrest, lack of peace and harmony,	H
17	Faith Based Organizations (Compassion BAKWATA)	Identification of MVC'S).	Maximum Collaboration	Social unrest, Failure to contribute to Development projects.	M
18	Donors ( USAID, DANIDA)	Collaboration ,recognition, Data & information, Link them to community members,	Efficient and effective use of donor funds, Adhere to donors conditionality, high quality deliverable	Withdraw of their funds, Mistrust, Influence other donors to turn away,	H

No.	Name of Stakeholder	Service Delivered to Stakeholder	Stakeholder's Expectations	Potential Impact if Stakeholders Expectations is not met	Rank H= High M=Medium L=Low
			based on project specifications		
19	Law Enforcers ( Police Force, PCCB, Prisons, Immigration & Judiciary)	Collaboration, Provision of Documentary evidence for court decisions. Land for construction.	Timely access of documentary Evidence, Timely allocation of plots,	Injustice /injustice ruling/judgment increase in crimes, corruptions social unrest.	H
20	MDAs- Ministry Department Agencies ( TARURA, TRA, TPA,TBS,M SD,OSHA, TANROAD)	Land for construction, Collaboration in Provision of data & information's, Inspections	Collaboration, Timely delivery of data & information's,	Loss of income like service levy	M
21	Telecommunication companies ( VODACOM, TTCL,TIGO, AIRTEL, HALOTEL )	Land for investment, Provision of data and information, permits	Profit maximization, timely access to information's	Collapse of companies, Run their business in loss	H

## 2.6. Core Values

In fulfilling its functions and achieving the vision of Mtwara Mikindani Municipal Council, the council formulated the core values which are inviolable commitments infused among staff. The formulated principles shall guides the council internal conduct as well as its relationship with the external world. They will be the enduring beliefs

of the Municipal Council and the staffs that inhabit it hold in common and endeavour to put into action. Values shall lead the Municipal staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite norms for effective and efficient service delivery to community members. The implementation of the Mtwara Mikindani Municipal Council strategic plan is therefore guided by 7 major core values that constitute what the council values most during service delivery.

***(i) Integrity and Accountability at all levels***

All staff shall be truthful, sincere, fair and consistent in all dealings, acknowledge the persons dignity, and be thoughtful of people's needs and supporting them in ways that protect their ways and self esteem/dignity. Spending time and energy and to ensure that people are well served, avoid corruption practices. Every person should be accountable to his/her decisions and action, ensuring transparency of process, structure and communication.

***(ii) Creativity and Innovation***

The council should foster creativity that fosters inventiveness among staff for the development of the community. The council should come up with interventions that strive to bring about long term change to the entire community. Mtwara Mikindani Municipal Council staff should take in mind that knowledge will never be complete and this can be realized through collaborative and continuous learning from other organisations and institutions. Moreover, Implementation of this strategic plan should involve creativity and innovativeness ("thinking outside the box"). Staff should come up with new good ideas addressing essential issues for the betterment of the community members.

***(iii) Teamwork***

This strategic plan calls for collaborative efforts of all stakeholders as a group of people to achieve a common goal and to complete a task in the most effective and efficient way. All staff should work in team to increase effectiveness and efficiency. They should also put their personal agendas and interests aside to save the needs of the council and those clients.

***(iv) Fair distribution of resources***

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

***(v) Transparency***

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

***(vi) Gender sensitivity***

All decisions should base on gender equality by considering that women and men enjoy the same rights and opportunities across all sectors of society, including economic participation and decision-making. The different behaviours, aspirations and needs of women and men should be equally valued and favoured. There should be equal representation of men and of women in a range of roles in the council.

## **CHAPTER THREE**

### **PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2013/2014-2016/2017 STRATEGIC PLAN**

#### **3.1 An Overview**

For the past five years Mtwara Mikindani Municipal Council committed its financial, human and material resources in implementing its medium term strategic plan, review of the municipal's 2013/2014-2016/2017 Five Year Strategic Plan was conducted with the purpose of providing a summary on the performance on the implementation of the previous plan; the effect or the change resulting from the interventions was assessed in 13 departments and 6 units. Concentration was made on the major achievements, constraints and the way forward. Learning from own development experience and other stakeholders. An assessment processes employed number of documentary review including the municipal quarterly performance review reports, annual progress reports; and midterm review reports. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints as summarised below.

#### **3.2 Major achievements attained from the implementation of the previous Strategic plan for the period 2013/2014-2016/2017**

##### **3.2.1 Achievements attained in Administration and Human Resources**

- ✓ Annual establishment requirements are established.
- ✓ Presence of yearly budget of Emoluments for existing workers and new employee
- ✓ 13 employees have been recruited
- ✓ Completion of the rehabilitation of 7 wards Offices

- ✓ Construction of 3 new wards office
- ✓ 8 staff offices has been renovated
- ✓ 3 induction courses has been conducted
- ✓ All 4 subsections are being provided adequate working equipments and the council provided grants to every 18 wards for stationeries.
- ✓ All 1345 employees are paid salaries according to their qualification and profession
- ✓ 3 orientation training have been conducted over 5 years
- ✓ 5 motor vehicles has been bought
- ✓ 18 ward offices have been built.
- ✓ 2 employee houses has been built
- ✓ Headquarter office fence has been built

### **3.2.2 Achievements attained in Finance and Trade**

- ✓ Revenue sources increased from 14 sources to 20 sources. New sources have been: Trucks entrance fee, Service levy charges to cashew nut exporters, Sanitary fees, Fish landing fees and use of open spaces charges.
- ✓ In five years revenue collection has increased by 129% which is equivalent to an increase of 26% each year
- ✓ There has been effective use of the by- law in revenue collection.
- ✓ There has been achievement in adoption and application of Electronic receipts and payment systems; the systems in place as on June 2018 are Local Government Revenue collection Information system (LGRCIS), Point of Sales (POS) machines, and Epicor 10.
- ✓ Two assistant accountants have been employed during the period.
- ✓ Revenue collection training guideline has also been put in place

### **3.2.3 Achievements attained in Environment and Solid Waste Management**

- ✓ 33 waste collection centers constructed
- ✓ Sanitary landfill constructed and functional.
- ✓ 17 waste bins were established in 08 high interaction areas
- ✓ Municipal Solid waste and environmental management by-law of 2014 was established.
- ✓ 2 workshops were conducted to create awareness to WEOs, MEOs, chairpersons and Councilors on solid waste management.
- ✓ 50,000 trees were planted in different places

### **3.2.4 Achievements attained in Urban Planning, Lands and Natural Resources**

- ✓ A total number of 7200 plots were surveyed at Mbae, Tangira, and Likombe.
- ✓ Valuation of properties were conducted at Mtepwezi, Likombe, mangamba Chini, Kilimahewa, Mikindani, Magomeni, Mjimwema , Chikongola and Ufukoni .
- ✓ The tree seedling nursery was not established
- ✓ 5000 trees planted by June 2018.

### **3.2.5 Achievements attained in Water Sector**

- ✓ Water supply coverage was increased up to 84% by June 2017

### **3.2.6 Achievements attained in Works Sector**

- ✓ The length of paved roads has increased from 15.39km to 42.27km
- ✓ 9.1km of standalone drains were constructed
- ✓ 342 street lights installed along 5 Municipal roads

### **3.2.7 Achievements attained in Primary Education**

- ✓ Two schools provide food
- ✓ 30 classrooms in 10 primary schools constructed
- ✓ Completion of one house is in progress
- ✓ 24 schools are connected to electricity through national grid out 31 schools
- ✓ Construction of 4 teachers houses
- ✓ Construction of 177 pit latrines
- ✓ 2212 desks were made
- ✓ Construction of 3 teachers offices
- ✓ To support grading/leveling of football pitch at Mikindani Primary School

### **3.2.8 Achievements attained in Secondary Education**

- ✓ 12 secondary schools are connected to electricity through national grid out 13 schools
- ✓ 8 schools have functioning libraries, 1 school has a room for library which is not equipped with facilities.
- ✓ 11 houses have been constructed 1-five Multi-units ,2-six Multi-units
- ✓ 21 out of 39 laboratories have been installed with furniture.
- ✓ Construction of 89 Classrooms
- ✓ Construction of 8 Teachers Houses
- ✓ Construction of 82 Pit Latrines
- ✓ 2,220 tables and chairs were made
- ✓ Construction of 4 Administration Blocks
- ✓ Making 1000 student's bed
- ✓ Construction of 39 laboratories
- ✓ Construction of 1 library

### **3.2.9 Achievements attained in Livestock and Fisheries Development**

- ✓ Rehabilitation of animal slaughter
- ✓ Construction of fishing land

### **3.2.10 Achievements attained in Health**

- ✓ Construction of 1 maternity ward at Naliendele Dispensary
- ✓ Construction of 1 Reproductive and Child Health (RCH) building at Chuno Dispensary
- ✓ Construction of 2 in 1 staff house at Ufukoni Dispensary
- ✓ Construction of 2 staff house at Likombe Health Centre
- ✓ Rehabilitation of Theatre building project at Likombe health centre
- ✓ Construction of maternity ward at Mtawanya Dispensary
- ✓ Construction of incinerators
- ✓ To facilitate expansion of Health services at Likombe health centre by constructing 6 new building
- ✓ Construction of 1 Mbawala chini Dispensary
- ✓ Construction of 1 maternity ward at Rwelu Dispensary

### **3.2.11 Achievements attained in Community Development Gender and Youth**

- ✓ 18 wards sensitized on voluntary testing and counseling
- ✓ 1 umbrella for people living with HIV/AIDS formulated and at least 142 people joined
- ✓ 22 Staff affected with HIV/AIDS assisted with special diet
- ✓ 321 women and youth economic groups trained and provided with loans
- ✓ Tsh 476,849,400.00 amount of loan recovered timely
- ✓ 494 children Most Vulnerable Children assisted with school needs

- ✓ Children Council formulated at 18 wards, 111Mitaa and trained
- ✓ 446 credit and saving groups formulated

### **3.2.12 Achievements attained in Planning, Statistics and Monitoring**

- ✓ Supervision of implementation of all projects in all Units and departments the municipal council
- ✓ Monitoring and evaluation of development projects in the municipality

### **3.2.13 Achievements attained in Bee keeping**

- ✓ Education provided on how to practices good harvesting technique and beehives formulation to 3 groups of beekeepers in 2014/2016.
- ✓ Two (2) groups among 6 empowered on technical knowhow about beehives construction (jikomboe group and nguvu kazi).
- ✓ One beekeeping group (jikomboe) succeeded to own one modern processing machine (extractor).
- ✓ Three (3) groups were succeeded to be registered by beekeepers registration system.

### **3.2.14 Achievements attained in Agriculture, Irrigation and Cooperatives**

- ✓ Number of cooperative officers increased from 1 to 3
- ✓ 30 motorized blower were distributed to farmers
- ✓ In 2012/2013 about 4209 litres of fungicides and pesticides were distributed 2016/2017; 2327 litres and 71,636 kgs of fungicides and pesticides were distributed
- ✓ Increased cash crop production (cashew) by 190% from 753,811kgs (2012/2013) to 2,191,235 kgs (2016/2017)

- ✓ Increased number of Agricultural, Marketing and Cooperative Society (AMCOS) from one (2012/2013) to two (2016/2017)

### **3.2.15 Achievements attained in Information Communication Technology and Public Relations**

- ✓ Existence of website
- ✓ Existence of 55 Notes board
- ✓ Establishment of Complains desk
- ✓ Establishment of WAN and LAN
- ✓ Access of Government email for HOD's
- ✓ Establishment of File Tracking System (FTS)
- ✓ Training on GoT-HoMIS at Likombe HC, FFARS training at (Health facilities and School facilities) conducted
- ✓ Training of computer illiteracy at Likombe and Mikindani HC also Ufukoni and Mtawanya Dispensaries conducted
- ✓ Establishment of good relationship between Municipal and different stakeholders like mass media, community, financial institution e.t. c
- ✓ Complains email knows as [malalamiko@mtwaramikindanimc.go.tz](mailto:malalamiko@mtwaramikindanimc.go.tz) created

### **3.2.16 Achievements attained in Election**

- ✓ The 2014 and 2015 Election peacefully and successfully conducted
- ✓ A total of 83,878 Voters were registered within a short period (one month) from 24<sup>th</sup> April to 24<sup>th</sup> May, 2015 and came up with a credible Voters' Register which was used in the 2015 General Election
- ✓ Higher Voters turnout of 57,519 (68.6%) of the Registered Voters in the 2015 General Election as compared to

29,631(44.81%) of the Registered Voters in the 2010 General Election

- ✓ Declaration of Parliamentary and Councilors election results within 18 hours as planned by the Council
- ✓ Motivating the community to use their right of electing their leaders or being elected.

### **3.2.17 Achievements attained in Internal Audit**

- ✓ 15 out of 20 Performance Audit (Value For Money audits) were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary(RAS), Chief External Auditor(CAG) and Internal Auditor General(IAG).
- ✓ 2 out of 5 Financial audits were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary(RAS), Chief External Auditor(CAG) and Internal Auditor General(IAG).
- ✓ 18 Special audits were conducted during the implementation of the Strategic Audit Plan in the Mtwara Municipal Council.
- ✓ Preparation of Internal Audit Charter and Risk Management Framework for Mtwara Municipal Council was finalized.
- ✓ 15 out of 20 Performance Audit (Value for Money Audit) Assignments were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary(RAS), Chief External Auditor(CAG) and Internal Auditor General(IAG).
- ✓ 12 out of 20 Human Resource and Salaries Audit Assignments were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary(RAS), Chief External Auditor(CAG) and Internal Auditor General(IAG).

- ✓ 16 out of 20 Procurement Audit Assignments were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary(RAS), Chief External Auditor(CAG) and Internal Auditor General(IAG).
- ✓ 16 out of 20 Transactions, Revenue and Systems Audit Assignments were conducted and reports submitted to the Municipal Director, Regional Administrative Secretary(RAS), Chief External Auditor(CAG) and Internal Auditor General(IAG).
- ✓ Within Five years i.e. FY 2012/2013 to FY 2016/2017 the Council succeeded to obtain Unqualified Audit Opinion (Clean Certificate) on its Financial Statements and Management operations except year 2014/2015 where Qualified Audit Opinion was issued.

### **3.2.18 Achievements attained in Procurement Management Unit**

- ✓ Completion of various projects.
- ✓ Implementation of procurement plan.
- ✓ Adequate procurement staff.
- ✓ Quality goods and services obtained
- ✓ Delivering goods and services at right time
- ✓ Training on risk management to procurement staff
- ✓ Training on submission of procurement activities through procurement management information system(PMIS)
- ✓ Conducting procurement activities base on public procurement act and its regulation
- ✓ Capacity building programs on procurement skills to procurement staffs

### **3.2.19 Achievements attained in Legal services**

- ✓ One employee has been added to the unit

- ✓ Presence of yearly budget for buying the working equipment
- ✓ Presence of Budget for employee allowances
- ✓ Enactment of New by laws of the Municipal council which helps mostly in revenue collection.
- ✓ 2 cases are amicably settled and won 1 case which had a very big impact to the municipal.
- ✓ Bought one set of the law reports and civil cases laws.

### **3.3 Major constraints faced during implementation of the previous strategic plan for the period 2013/2014-2016/2017**

Despite the remarkable achievement the municipal council attained in implementing its previous 2013/2014-2017/2018 Five Year Strategic Plan, the council faced some constraints that affected achievements of some targets. The major constraints are summarised below

- ✓ Delay of recruitment permits.
- ✓ Limited budget ceiling
- ✓ Lack of incentive program
- ✓ Misuse of waste bins among community members
- ✓ Low supervision on the placed waste bins
- ✓ Lack of municipal sewerage system
- ✓ Poor awareness of community members on environmental issues.
- ✓ Low knowledge of tax payers
- ✓ Major sources of revenue transferred to central Government affect revenue collection capacity
- ✓ Unwillingness to pay local taxes by citizens
- ✓ By-laws not updated since 2011
- ✓ Unstable internet networks during operation
- ✓ Insufficient budget to conduct training.
- ✓ Shortage of tree seedlings

- ✓ Insufficiency fund for compensation
- ✓ Insufficiency fund for compensation.
- ✓ Shortage of Modern survey equipments
- ✓ Shortage of staff
- ✓ Delay of funds disbursement from central government for implementation of development projects
- ✓ Low level of community cooperation in constructing teachers houses
- ✓ Lack of parents commitment in contributing food for pupils
- ✓ Amount of Tsh. 116,600,000.00 provided to Women and Youth Groups not recovered
- ✓ Inadequate fund for some projects
- ✓ Inadequate procurement knowledge to user department
- ✓ In adequate procurement knowledge to bidders
- ✓ Communication problems
- ✓ Financial Audit Assignment not performed in Mtwara Mikindani Municipal Council as per approved Strategic and Annual Audit Plan.
- ✓ Performance Audit (Value for Money Audit) Assignments not performed in Mtwara Mikindani Municipal Council as per approved Strategic and Annual Audit Plan.
- ✓ Human Resource and Salaries Audit Assignments not performed in Mtwara Mikindani Municipal Council as per approved Strategic and Annual Audit Plan.
- ✓ Procurement Audit Assignments not performed in Mtwara Mikindani Municipal Council as per approved Strategic and Annual Audit Plan.
- ✓ Transaction, Revenue and Systems Audit Assignments not performed in Mtwara Mikindani Municipal Council as per approved Strategic and Annual Audit Plan.
- ✓ Inadequate of working Facilities like Computers, vehicles.

- ✓ Too Much Ad-hock Works among the Auditors to hinder effective implementation of Annual Audit Plan.
- ✓ Inadequate of Training among staffs.

## **CHAPTER FOUR**

### **THE PLAN**

#### **4.1 Vision**

To be industrialized city with high quality services for sustainable development of the community by 2025

#### **4.2 Mission**

To provide high quality services for industrial investment through utilization of available resource for sustainable development of the community

#### **4.3 Strategic Objectives**

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment Improved
- G. Management of Natural Resources and Environment Enhanced and Sustained
- H. Local Economic Development Coordination Enhanced
- I. Emergency and Disaster Management Improved

#### 4.4. Strategic Plan Matrix

##### 4.4.1 Result Area 1: Administration and Human Resources

###### 4.4.1.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Capacity building to community on importance of meeting implemented in 18 wards by 2023	Create awareness to community on the importance of lower statutory meeting.  Mobilize ward executive officers to undertake meeting sessions	Number of wards capacity building provided
	New functional capacity building plan created by 2023	Create training need assessment Mobilize resources Increase number of staff permitted for short and long term training.	Created capacity building plan
	Number of staff increased from 1345 to 1395 by 2023	Establish Personal enrollment budget Request recruitment permit on	Number of staff increased

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced		time.	
	Timely and fair promotion implemented by 2023	Establish Personal enrollment budget Create detailed and updated seniority status of employees	Rate of decreased complains
	One Strong record keeping system established by 2023.	Establish one record keeping system Train registry section and head of departments	Established strong record system.
	10 Capacity building sessions for commitment creation to head of departments and head quarter staffs provided by 2023.	Create Customized training sessions.  Create strong follow up plan	Number of capacity building sessions conducted.
	Capacity building to 1345 employees in OPRAS conducted by 2023	Create Customized training sessions.  Create strong follow up plan	Number of employees provided with capacity building
	New Incentive program plan created by 2023	Asses' employees job satisfaction.	Existence of Incentive program plan.

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good Governance and Administrative Services Enhanced		Develop incentive program plan Implement incentive program plan  Evaluate incentive program plan.	
	Orientation training and Induction sessions conducted to 50 employees by 2023.	Solicit fund. Plan sessions for 50 employees.	Number of employees provided with orientation training and induction sessions
	Awareness on councilor's clients Desk to councils head quarter and 18 wards created by 2023.	Create Customized training sessions. Create awareness to community on councilor's clients Desk By brochures	Number of wards visited
	Conducive working environment to 1345 council staff ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good Governance and Administrative Services Enhanced	Office equipment and working tools increased by 2023.	Solicit fund. Mobilize resources	Number of office equipment and working tools increased
	Participation in decision making increased from 85% to 100% meeting performance by June, 2023	Allocate budget for Conduct meetings	Percentage increase on participation in decision making.
	29 Councilors trained on compliance to government policies, laws, regulations, standing orders and circulars on public service by 2023	Allocate budget for training	Number of councilors trained
C. Access to Quality and Equitable Social Services Delivery Improved	One conference hall, Three office department, Two staff houses and four toilets constructed by 2023.	Solicit fund. Mobilize resources Solicit stake holders to contribute for the construction.	Constructed facilities.
	Three existing toilets renovated by 2023	Solicit fund. Mobilize resources	Number of renovated toilets.

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	Roles and responsibilities to 35 councilors and 111 Mitaa leaders strengthened by June, 2023	Provide training	Number of councilors and Mitaa leaders strengthened
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	10 Capacity building sessions on Ant – corruption conducted by 2023.	Create Customized training sessions. Assess magnitude of corruption in the community.	Number of conducted capacity building sessions.
A. Services Improved and HIV/AIDS Infections Reduced	Awareness HIV/AIDS Circular – 1395 employees created by 2023	Prepare budget to serve people with H I V. Create awareness to employees on H I V /AIDS circular.	Number of employees created with awareness

## 4.4.2 Result Area 2: Finance and Trade

### 4.4.2.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Three (3)Accounts offices renovated by 2023	Renovate Accounts Offices	Number of accounts offices renovated and furnished with working tools
	200 Facility clerks facilitated on accounting skills by 2023	Facilitate facility clerks on accounting skills	Number of Facility clerks facilitated with accounting skills
	10,000 taxpayers sensitized on tax issues by 2023	Create public awareness through media and public address systems Conduct sensitization	Number of taxpayers sensitized on tax issues
	20 sensitization meetings with stakeholders conducted by 2023	Conduct sensitization meetings with stakeholders	Number of stakeholder's sensitization meetings conducted
	Five (5) new market areas constructed by 2023	Construct new market areas Specify commodities obtainable in each market area	Number of new specific market areas constructed
	10 Accountants facilitated to attend 30	Re-schedule attendance of accountants	Number of accountants facilitated to

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	CPE(Continuing Professional Education) hours each year by 2023	to workshops Facilitate accountants to attend workshops	attend 30 CPE hours per annum
	Own source revenue collection increased from 85% to 100% by 2023	Amend council by-laws Establish Revenue collection task forces Purchase more electronic fiscal devices for revenue collection (POS)	Percentage increase in revenue collected
	Potential sources of revenue increased from 20 to 25 by 2023	Amend council by-laws Incorporate new sources in the By-laws Create new potential revenue sources	Number of new revenue sources in place
E. Good governance and administrative services enhanced	Conducive working environment to 12 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment
	Council Financial Accounting procedures and	Allocate funds for preparation of	Availability of clean certificate

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good governance and administrative services enhanced	standards adhered by June, 2023	final accounts	
	10,000 Business license issued by 2023	Allocate fund for follow-up	Number of Business licenses issued.

#### **4.4.3 Result Area 3: Environment and Solid Waste Management**

##### **4.4.3.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	Waste collection and transportation increased from 40992 tons per year to 50750 tons by 2023	Mobilise community on waste controlling Extend solid waste management budget Establish CBOs for waste collection the source. Establish waste bins at public areas.	Tonnage of collection and transportation increased
	Percentage of households with improved toilets increased from 71.6% to 100% by 2020.	Provide health education to the community on importance of using improved latrines	Percentage of households with improved toilets increased

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved		Mobilise community to construct and use improved latrines	
	5 recycling plants constructed by 2023	Mobilise private company to Invest in processing infrastructures Form CBOs that deal with waste recycling	Number of Recycling plants constructed
G. Management of Natural Resources and Environment Enhanced and Sustained	Community members in 18 wards sensitized on environmental conservation by 2023	Provide awareness to community members on environmental conservation issues. Provide Training of Trainers (T.O.T) among community on solid waste sorting processes and technology. Mobilise community on technological innovation of using environmental friendly cookers.	Number of wards sensitized.

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
G. Management of Natural Resources and Environment Enhanced and Sustained		Establishment of financial resources for community facilitation on environmental related issues	
	Conducive working environment to 14 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment
I. Emergence preparedness and disaster management improved	Human settlements in disaster prone areas reduced in 31 centres by June, 2023	Set aside funds for conducting awareness meetings	Number of meeting conducted.
	Safety and rescue services in 111 mitaa strengthened by June 2023	Set aside funds for an emergence interventions	Number of Mitaa with rescue services.

#### **4.4.4 Result Area 4: Urban Planning, Lands and Natural Resources**

##### **4.4.4.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	10000 plots surveyed by 2023	Prepare detailed planning schemes in 3 planning areas, Mtawanya,	Number of plots surveyed

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved		Mjimwema and Naliendele Purchase modern survey equipment. Surveying 10000 plots at Mtawanya, Mjimwema and Naliendele.	
	Increased number of surveyed Public plots from 17 to 50 by 2023	Acquire land for public uses. Survey plots for public facilities.	Number of plots for public use surveyed
	500 roads/Streets named by 2023	Identify existing roads/streets Prepare and fix sign boards to the roads/streets	Sign boards along roads/streets
	Land use conflicts resolved by 2023	Raise awareness to the community on land matters. Compensate land owners, timely, promptly and fairly when acquiring land. Survey public plots to avoid encroachment. Prepare and provide title deeds for public plots.	Number of conflicts resolved

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	Infrastructure provided three(3) unplanned settlement, Likombe, Tandika, and Magengeni by 2023	Regularize unplanned settlement Upgrade unplanned settlement Provide social and physical infrastructure.	Number of unplanned settlement accessible to infrastructure services
	Land rent collection increased from Tsh. 873,360,396/= to Tsh. 1,500,0000/= by 2023.	Raise awareness to the community on land rent. Remind land owners to pay land rent. File cases to land rent defaulters	Land rent collection raise from previously
G. Management of Natural Resources and Environment Enhanced and Sustained	100,000 trees planted along roads and open areas by 2023	Identify areas to conserve. Prepare trees nursery seedling. Plant trees	Number of trees planted
E. Good governance and administrative services enhanced	Office equipment and working tools increased by 2023.	Set aside funds from own source revenue.	Number of office tables, chairs, book shelves and window curtains purchased.

#### 4.4.5 Result Area 5: Water

##### 4.4.5.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Four department staffs and 125 members of COWSO sensitized on HIV/AIDS prevention by 2023	Mobilize financial resources Prepare training plan	Number of staffs and members of COWSO sensitized on HIV/AIDS prevention..
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Four department staffs and 125 members of COWSO sensitized on anti-corruption strategies provided by 2023.	Mobilize financial resources Prepare training plan	Number of staffs and members of COWSO sensitized on anti-corruption strategies.
	Water supply coverage increased from 84% to 95% by 2023.	Construct boreholes fitted with hand pump. Construct boreholes pumped piped scheme. Rehabilitate existing malfunctioning water infrastructures Construct rainwater harvesting facilities in	Percentage increased of water supply coverage.

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained		government institutions.	
C. Access to Quality and Equitable Social Services Delivery Improved	6 COWSOs Established and registered	Establish and registrar COWSOs.	Number of COWSO established and registered.
	15 COWSOs trained on operation and maintenance by 2023	Conduct Monitoring of COWSO on operation and maintenance.	Number of COWSO trained on operation and maintenance.
	2,630 beneficiaries sensitized on planning and management of water projects by 2023.	Sensitize communities Mobilize financial resources	Number of beneficiaries sensitized on planning and management
	10 water sources demarcated by 2023.	Sensitize communities Mobilize financial resources	Number of water sources demarcated.
E. Good governance and administrative services enhanced	4 departmental staff facilitated by working tools by 2023.	Purchase tool box consisting pipe wrenches size 18, 24 and 36. Purchase Tripod stand	Number of departmental staff facilitated.
	Conducive working environment to 4 water staffs ensured by June, 2021	Set aside funds from own source revenue.	Number of with conducive working environment

#### 4.4.6 Result Area 6: Works

##### 4.4.6.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	20 HIV/AIDS awareness Campaigns and programmes Conducted by 2023	Enforce legal requirement of contractors winning tenders to implement the campaigns Supply condoms to workplaces	Number of HIV/AIDS awareness Campaigns and programmes Conducted.
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	10 Anti-Corruption strategies implemented by 2023	Enforce legal requirement of contractors participating in tendering process to comply	Number of Anti-Corruption strategies implemented
C. Access to Quality and Equitable Social Services Delivery Improved	50 open spaces and public lands are identified and publicized by 2023	Mandate Mtaa and ward level Develop open spaces into recreation centers	Number of publicized open spaces
	Vandalism of components of infrastructures reduced from 5% to 0% by 2023	Sensitize scrap metal vendors and community Increase security and patrol Identify and inspect scrap metal selling points	Percentage of Vandalism of components of infrastructures reduced
	Quality of implemented projects increased from	Increase no of technical staff Provide timely facilitation	% increase of projects with high quality implemented

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	91.6% to 100% by 2023	technical staff	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	168km of new roads to 7 surveyed areas Constructed by 2023	Allocate funds for TARURA to maintain roads Allocate funds for compensation of road corridors	Number o surveyed areas with new roads
	1 modern lorry parking constructed by 2023	Mobilize investment partners Mobilize funds	modern lorry parking constructed
	Parking areas for "bodaboda" and "bajaji" increased from 2 to 14 by 2023	Mobilize private partners  Mobilize funds	Increase of Number of developed parking areas
	Street lighting along paved Municipal roads increased from 15% to 50% by 2023	Mobilize investment partners Mobilize funds for installation of lights Maintain/replace the stolen/broken	Percentage increased of street lights along paved roads
E. Good governance and administrative services enhanced	Conducive working environment to 5 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment
I. Emergency and Disaster	36.4 km of storm water	Mobilize investment	Km of storm water drains in

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
Management Improved	drains in 6 identified flood areas Constructed by 2023	partners Mobilize funds	6 identified flood areas Constructed
	Sensitize Communities of 6 identified areas about proper dumps of solid wastes by 2023	Enforce the Urban Control act Raise awareness to community members	Number of community members sensitized

#### **4.4.7 Result Area 7: Primary Education**

##### **4.4.7.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	School meals provided to 31 primary school by 2025	Community Sensitization and mobilization Budget allocation Establish farming activities in schools	Increased number of schools provided with food
	Community support level increased from low to high by 2025	Create community awareness Create sense of ownership	Increased level of support from community
	Number of pregnancies reduced from	Provide guidance and counseling	Reduced rate of pregnancy cases reported

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	4 to zero by 2025	Create awareness to pupils Emphasize sports and games in school	
	Properties of 31 schools secured by 2025	Construct school fence surrounding schools Demarcate school boundaries Provide incentives in schools Construct staff houses within school compounds	Improved security of school properties.
	Capacity building to 489 teachers by the years 2025	Provide on job training to 98 teachers yearly Provide incentives to teachers who perform well Provide houses for teachers Provide teaching facilities	All teachers motivated
	31 primary schools supplied with sport and games	Involve community stakeholders Raise fund	Increased number of pupils involved in game and sports

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	materials by 2025		
	Dropout reduced from 9% to 2% by 2025	Provide meals to pupils Provide learning materials Provide playing materials Provide school with hygiene facilities	Increased pupils attendance
	Conducive working environment to 489 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	5 schools constructed by 2015	Identify area for construction Locate budget Raise fund	Increased number of schools
	40 classrooms constructed by 2025	Community mobilization Fund raising Budget allocation	Number of classrooms constructed

#### **4.4.8 Result Area 8: Secondary Education**

##### **4.4.8.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and	Performance in form IV	Supervise teachers in	Increased percentage in

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
Equitable Social Services Delivery Improved	examination increased from 85% to 90%	teaching intensively Organise follow up session in teaching and learning. Solicit part time teachers	performance
	Number of science of increased from 79 to 143 by 2025	Solicit part time science teachers Mobilize parents and community to contribute payments to part time teachers	Increased number of science teachers
	Arts subjects text books increased from 12315 to 15374	Solicit fund for purchasing books Encourage parents to buy books for their children	Increased number of books
	Number of schools providing food /meals increased from 2 to 13 by 2025	Create community awareness on food provision Establish farming activities at school	Increased number of schools which provide food
	Training to 348 teachers conducted in 10 sessions	Solicit fund Mobilise resources	A number of training sessions conducted yearly

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	by 2025		
	Capacity building to 348 teachers conducted to Increase Motivation rate from low to high.	Establish teacher's platform Provide incentives to teachers who perform well	Increased level of capacity building
	Community participation rate in education matters increased from low to high by 2025	Create awareness to community Encourage community to participate in education matter. Encourage good relationship between school and community.	Increased rate of community participation
	School security guards employed in all 13 secondary schools by 2025	Mobilize community to contribute for security guard payments Create community awareness on importance of security in schools	Employed security guards
	Play grounds established in 3 secondary	Solicit funds for establishment	Established play grounds

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	schools by 2025	of play grounds. Create awareness to community on the importance of play grounds.	
	ICT integrated in teaching and learning activities in all 13 secondary schools by 2025	Train teachers to use ICT in teaching Solicit fund Encourage stakeholders to contribute for ICT equipment	Increased number of schools integrating ICT
	Furniture in 39 laboratories installed by 2025.	Solicit fund Mobilize resources Encourage community	Installed furniture in 39 laboratories
	Conducive working environment to 348 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of with conducive working environment.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Construction 2 classrooms completed by 2025	Mobilize resources Solicit fund Encourage community participation in school projects	Number of classrooms constructed

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	2 staff teachers house completed construction by 2025	Mobilize resources Solicit fund Encourage community participation in school projects	Number of Teachers houses constructed
	Installation of water, electricity and gas systems in 39 laboratories completed by 2025	Mobilize community Solicit fund Encourage community participation in school projects	Number of systems installed
	3 six multiunit staff quarters constructed by 2025	Mobilize community to contribute fund for construction Solicit fund	Number staff quarters constructed
	4 New classrooms constructed by	Solicit fund Mobilise resources Encourage community participation in construction	Number of classroom constructed
	3 administration blocks constructed	Mobilize resources Encourage community participation	Number of administration blocks constructed
	2 School libraries constructed by 2025	Encourage donors to donate books for library	Number of libraries constructed

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased		Encourage community to contribute in book purchasing,	

#### **4.4.9 Result Area 9: Livestock and Fisheries Development**

##### **4.4.9.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	1664 livestock keepers provided with extension services by 2023	Conduct onsite training Prepare working plan Conduct farmers field schools for livestock	Number of livestock keepers provided with extension services increased
	Animal Morbidity rate decreased from eight percent to twenty percent by 2025	Enforce animal disease act Emphasize livestock vaccination campaigns Conduct extension services training	Percentage of morbidity decreased
	6 livestock infrastructure constructed by 2025	Construct one lairage Facilitate construction of one slaughter	Number of livestock infrastructure constructed

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved		slab ,one slaughter house fence Facilitate maintenance of one slaughter slab, one auction fence and one lairage Mobilize stakeholders contribute	
	30 protective gear purchased by 2023	Facilitate purchase ten gumboots Facilitate purchase ten white coats Facilitate purchase ten apron	Number of working gears purchased
	Productivity of milk increased from 6 liters to 15 liters per cow by 2023	Improve genetic makeup Improve feeds management Control diseases	Increased milk produced per cow
	296 livestock keepers trained pasture conservation by 2023	Allocate fund Prepare pasture conservation train plan	Number of livestock keepers trained on pasture conservation
	250 livestock keepers practice zero grazing by 2023	Enforce Municipal livestock by law	Number of livestock keepers practice zero grazing increased

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	1 milk processing technology center constructed by 2023	Construct one milk processing technology center Allocate fund	Number of milk processing center constructed
	50 fishermen and 25 fish farmers trained on advance fishing methods by 2023	Educate the uses of modern fishing tools Train improved methods of fishing Insist knowledge adoption	Number of fishermen and fish farmer adopting new technologies increase
	25 fish farmers educated on how to produce fingerlings and feeds by 2023	Create conducive environment for hatchery construction by stakeholder Train fish farmers on how to produce fees by using raw materials Mobilize fund to provide loans Train aqua farmers the method on how to produce catfish	Number of feed and fingerlings producer increase

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	100 tons of processed fishery products produced by 2023	fingerlings Train processing methods of fish products Establish processing groups Train processing groups on financial management Facilitate community on how to establish small processing industries. Solidify funds for establishment of processing industry	Metric tons produced increase
	10 fishing groups provided loans from financial institutes	Link groups with financial institutes Educate groups on how access loans	Number of groups provided loans increase
E. Good governance and administrative services enhanced	Conducive working environment to 3 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment.

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
G. Management of Natural Resources and Environment Enhanced and Sustained	Illegal fishing reduced from 47% to 5% by 2025	Create community awareness Enforce bylaw and National law number 22 of 2003 Purchase fiber boat	Percentage of illegal fishing decreased

#### **4.4.10 Result Area 10: Health**

##### ***4.4.10.1 Strategic Objectives, Targets, Strategies and Performance Indicators***

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
A. Services Improved and HIV/AIDS Infections Reduced	HIV prevalence reduced from 2.0% to 0.5% by 2023	Conduct mentorship on STI/RTIs syndrome case management to 163 HCWs from 132 HFs Procure kits of Medicines and diagnostic supplies/ reagents for STIs case management for 32 health facilities Conduct Mentorship on Occupational health hazards and measure for prevention of diseases and	HIV prevalence rate reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
		injuries (IPC) at workplace to 163 HCWs from 32 health facilities	
C. Access to Quality and Equitable Social Services Delivery Improved	Shortage of medicines, medical equipment and diagnostic supplies reduced from 5% to 1% by 2023	Provide knowledge and skills to staff on proper ordering according to guide lines Procure adequate medicines and medical supplies to 11 health centers, 23 dispensaries and 1 hospital Allocate sufficient funds in budget	Percentage shortage of medicines, medical equipment and diagnostic supplies reduced
	34 pharmaceutical assistants and 2 pharmacists Recruited and deployed by 2023	Search for recruitment permit	Number of staff recruited
	Number of customer complaints from health facilities reduced from 85 to 10 by 2023	Conduct mini survey on causes of dissatisfaction Train 1124 health staff from 1 Council Hospital, 11 Health Centers and 23 Dispensaries on customer care and communication skills Provide essential working tools to	Reduced number of customer complaints from health facilities.

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Enrollment rate on CHF/TIKA increased from 21% to 80% by 2023	providers Conduct sensitization to communities Identify communities to conduct sensitization Capacitate council team on sensitization Provide working tools to sensitization and enrollment team Provide CHF/TIKA identity cards to enrollees timely	Percentage of households enrolled in CHF/TIKA increased
	Number health service providers with sign language skills increased from 0 to 120 by 2023	Train staff on sign language to health care providers to serve people with special need and disability in 23 dispensaries, 11 health centers and 1 council Hospital Provide brochures on sign language to health providers	Number of staff trained on sign language skills
	Number of Health facilities utilizing GoTHOMIS and Electronic claim system increased from 7 to 35 by 2023	Procure computer and accessories Install recommended ICT systems Orient staff on utilization of recommended	Number of health facilities utilizing GoTHOMIS and electronic Claim Systems

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved		GoTHOMIS/ Electronic Claim System for NHIF	
	Number of health care providers knowledgeable on PF-3 forms and related guidelines increased from 6 to 128 by 2023	Orient staff in 32 health facilities on filling of PF-3 forms and related guide lines	Number of staff oriented on PF-3 forms
	Number of specialized Mobile Clinics on Non communicable conditions, orthopedic and cancer increased from 0 to 10 by June 2023	Solicit MOU with Specialist doctors to conduct Mobile clinics Procure essential medicines and supplies Procure essential equipment Pay statutory benefits to specialist doctors and support staff	
	Number of health centers equipped with X-ray unit, Ambulance and ultrasound machine increased from 0 - 4 by 2023	Procure ambulances, X-Ray units, Ultra sound machines and essential supplies Construct X-ray and USS Unit Hire and Train staff on X-ray and USS	Number of health centers equipped with ambulance, X-Rays and Ultrasound machine
Shortage of mixed skilled	Prepare PE according to	Number of health facilities attained	

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	human resource for health reduced from 76% to 50% by 2023	guidelines, establishment and ceiling Prepare staff retention plan Redistribute staff according guideline and appropriate skill mix	minimum number of staffing level and appropriate skill mix
	170 health care providers recruited and deployed by 2023	Prepare PE according to guidelines, establishment and ceiling	Number of health care providers recruited and deployed
	Number of health centers equipped with X-ray unit, Ambulance and ultrasound machine increased from 0 - 4 by 2023	Procure ambulances, X-Ray units, Ultra sound machines and essential supplies Construct X-ray and USS Unit Hire and Train staff on X-ray and USS	Number of health centers equipped with ambulance, X-Rays and Ultrasound machine
	Prevalence rate of anemia and nutrition disorders reduced from 3.3% to 2% by June 2020	Train 6000 people from community groups on nutrition and identifying foods with high nutritional value in 18 wards Prepare and provide posters and fliers to vulnerable community Train poverty	Percentage of anemia and nutritional disorders reported.

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved		alleviation groups on nutrition and importance of cultivating foods with high nutritional value	
	Number of permanent and temporarily Mosquito breeding sites treated increased from 542 to 823 by 2023	Modify permanent breeding sites by applying Larvicides Conduct cleanliness Destroy temporarily breeding sites	Number of breeding mosquito breeding sites treated
	Alternative medicine Practitioners with registration increased from 47 to 200 by June 2023	Put in place client service charter Orient CHMT on client service charter Facilitate submission and follow up of License forms to MOHCDGEC	Number of Alternative Traditional healers timely registered
	Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 6.6% to 1% by	Sensitize 12 traditional healers and 8 modern health practitioners on traditional medicine policy, act, regulations, guidelines, importance of registration and referral of patients	Percentage of patients with complications associated with traditional medicine and alternative healing practices

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	2023		
	Proportion of food vendors completed medical checkup increased from 28% to 80% by 2023	Orient food vendors on regulations, importance and impact of health check up to all food handlers Enforce Laws and Bylaws to food Vendors	Proportion of food vendors completed medical check up
	Quality of data for underweight, stunted and severely malnourished children improved from 2.55% to 100% by 2023.	Provide tools for collecting data for underweight, stunted and severely malnourished Orient staff on data quality, collection, analysis and use	Number of health facilities with quality data of underweight, stunted and severely malnourished children
	Percentage of Pregnant mothers received complete doses of vaccine increased from 77% to 90% by 2023	Supply ANC commodities and supplies to facilities Sensitize communities on utilization of ANC services Provide refresher training to staff on ANC services and importance Vaccination	Percentage of pregnant mothers received complete doses of vaccine.
	Prevalence of malaria reduced from 39.7% to 0% by 2023	Destroy and control breeding sites Sensitize community on	Percentage of malaria reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		proper use of ITTNs Provide ITTNs to Vulnerable groups Provide ITTNs to communities Provide medicines and supplies to health facilities	
	TB case detection rate increased from 0.1% to 2% June 2023	Create awareness of community on Tuberculosis Increase detection of TB in community Increase infrastructure and equipment for TB treatment and detection Orient staff on TB management Recruit CHWs and sputum fixers	Percentage of TB cases detected
	Good working condition status of medical equipment raised from 70% to 100% by 2023	Prepare Plan for Preventive Maintenance of equipment Repair defected medical equipment Orient staff on use of new equipment	Percentage of medical equipment maintained
	Early ANC booking Attendance among pregnant	Sensitize communities on utilization of ANC services Provide refresher	Proportion of pregnant mothers booked below 12 weeks

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	mothers increased from 25% to 90% by 2023	training to staff on ANC services Provide medicines and supplies to health facilities timely Improve infrastructure for storage of ANC commodities Mobilize community agencies for support in promotion of ANC services	
	Organisation structures and institutional management at all levels strengthened from 90% to 100% by 2023	Conduct supervision to 23 dispensaries, 11 Health centers and 1 Council hospital monthly according to guide lines Provide working tools and transport to CHMT	Number of health facilities supervised
	Infant mortality rate reduced from 7 to 5/1000 by 2023	Procure and distribute 60 full LPG cylinders for immunization services for each health facilities as a backup energy source for each health facilities with electricity Conduct monthly Immunization/vacci	Proportion of infant mortality

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved		nation outreach and mobile services to 10 peripheral dispensaries and health centers Conduct biannual Vitamin A supplementation and deforming to 8000 children Conduct mentorship to 80 nurses and 20 clinicians on Management of Childhood Illness (IMCI) to 32 health facilities	
	Prevalence of Mental health condition reduced from 1.5% to 1.0 % by 2023	Conduct mental specialists Mentorship visits to 32 health facilities	Number of health facilities mentored.
	Maternal mortality rate reduced from 313 to 280 per 100,000 by June 2020	Conduct quarterly recruitment, mobilization and collection of 200 blood units from voluntary non remunerated repeat blood donors (VNRDB) Conduct mentorship to 60 Clinician, Lab personnel and	Proportion of maternal mortality rate reduced

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved		nurses from 5 Health Transfusion facilities on the appropriate use of Blood and Blood Products	
	Maternal mortality rate reduced from 313 to 280 per 100,000 by June 2020	Conduct quarterly maternal and perinatal death auditing review meeting at the district level to assess contributing factors conduct supportive Supervision on Focused Antenatal (FANC) Care to 32 health facilities Conduct FP Outreach to 10 peripheral dispensaries and health centers conduct quarterly partographs mentorship to 65 health care workers from 32 health facilities	
D. Quality and Quantity of Socio-Economic Services and	Number of Health facilities with conducive infrastructure and user	Construct user friendly infrastructure for disabled in health facilities	Number of health facilities with conducive infrastructure for disabled

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
Infrastructure Increased	friendly services for disabled people increased from 0 to 35 by 2023	Orient staff	
	Shortage of health facility infrastructures reduced from 62% to 40% by 2023	Provide plots for facility construction Construct 6 dispensary, 2 health centers and 1 hospital as per guide lines Allocate fund for construction in CCHP Equip health facilities Install water and electricity Allocate staff	Percentage of shortage of health facility infrastructures reduced
E. Good Governance and Administrative Services Enhanced	Access to social services and protection to vulnerable groups increased from 64% to 80% by 2020	Orient 6000 community members on Gender Based Violence , Violence Against Children and importance of protecting vulnerable groups from 18 wards Establish GBV and VAC desks Enforce Laws and Bylaws on GBV and VAC	Percentage of vulnerable group accessed social services and protection

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good Governance and Administrative Services Enhanced	Conducive working environment to 161 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment.
	Incidence of teen pregnancies reduced from 15.2% to 5% by 2023	<p>Raise awareness on teen pregnancies and impact in community</p> <p>Enhance enforcement of Laws</p> <p>Provide user friendly services for youths and adolescents</p> <p>Train staff on user friendly services for youths and adolescents</p> <p>Create infrastructure for user friendly services for youths and adolescents</p>	Proportion of teen pregnancies.
I. Emergency and Disaster Management Improved	Number of 300 health care providers trained on management of emergencies, injuries and disaster increased from 0 to 128 by 2023	<p>Train staff on management of emergencies, injuries and disaster in 11 health centres, 23 dispensaries and 1 Council hospital</p> <p>Provide guidelines and learning materials</p>	Number of health care providers trained on management of emergencies, injuries and disaster

Strategic Objectives	Targets	Strategies	Performance Indicators
		Procure essential equipments and supplies	

#### 4.4.11 Result Area 11: Community Development Gender and Youth

##### 4.4.11.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Percentage of people tested on HIV increased from 46% to 70%	Sensitize community on voluntary testing and counseling Conduct sensitization at work place on voluntary testing and counseling Provide diet assistance to staff affected	Increase percentage people tasted on HIV
C. Access to Quality and Equitable Social Services Delivery Improved	Loan recovery increased from 58% to 98% by 2020	formulate municipal loan by law to enforce loan repayment conduct efficient training to loaned groups conduct capacity building to extension officers on monitoring and supervision of loaned groups	Percentage increase of loan recovery

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved		formulate group financial identification tool	
F. Social Welfare, Gender and Community Empowerment Improved	Number of groups capacitated on entrepreneurship skills increased from 321 to 450 by 2023	conduct capacity building to IGAs on entrepreneurship skills prepare annual entrepreneurs exhibition mobilize IGAs to participate in national and international exhibition link entrepreneurs with stakeholder provide soft loans to IGAs	Increase number of IGAs capacitated on entrepreneurship skill
	40 NGOs and 13 CBOs coordinated by 2022	create capacity building to NGOs Enforce rule and regulations and norms created for NGOs Bi annual meeting with NGOs	Number of NGOs and CBOs coordinated
	Extension services delivered to 18	Facilitate working tools Increase number	Number of wards provided with extension

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
F. Social Welfare, Gender and Community Empowerment Improved	wards by 2023	of staff Conduct capacity building to the staff on responsibility and accountability Conduct closely follow up to staff	services
	3 Community centers Restored by 2024	Rehabilitate existing building Purchase center's equipments Sensitize the community on the use of the facility	Number centers functioning
	Sensitization on industrialization to 18 wards conducted by 2020	Conduct sensitization meeting to each ward Conduct capacity building to extension staff Conduct training to economic groups	Number of wards sensitized
	Children councils of 18 wards and 111 mitaa capacitated on its functions by 2020	Conduct capacity building to children's councils at Ward and Mtaa level	Number of wards and mitaa children council capacitated on its functions
	Number of MCV assisted with	Facilitate assistance to	Increase number of MVC assisted

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
F. Social Welfare, Gender and Community Empowerment Improved	school needs increased from 494 to 2000 by 2023	MVC Link MVC with stakeholder Create to awareness to community on MVC assistance and care	with school needs
	percentage of women participation in decision making increased from 14 % to 50% by 2020	Create awareness to community on women participation in decision making Conduct capacity building to women on self-esteem	Percentage increase of women participation
E. Good governance and administrative services enhanced	Conducive working environment to 14 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment.
	Conducive working environment to 14 staffs ensured by June, 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment.

#### 4.4.12 Result Area 12: Planning, Statistics and Monitoring

##### 4.4.12.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	4 Planning, statistics and monitoring staffs trained on reduce HIV/AIDS infection by 2023	Invite experts to conduct sessions about the risks of HIV/AIDS Create awareness to planning department staff about HIV/AIDS	Number of staffs trained.
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	4 Planning, statistics and monitoring staffs trained against corruption by 2020.	Conduct training.	Number of staffs trained.
E. Good governance and administrative services enhanced	Conducive working environment to 5 staffs created by June 2023	Set aside funds from own source revenue.	Number of staff with conducive working environment.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	One Administration Block constructed by June 2024	Solicit funds from central Government. Solicit funds from different development partners. Set aside funds from own source revenue.	Number of administration Block constructed
	Unrealistic	Creating	Number of

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	information/data produced by different source decreased from 40% to 15% by 2023.	awareness to community about statistics Act, 2015. Updating secondary Information/data periodically.	realistic information/data produced.
H. Local Economic Development Coordination Enhanced	Development projects successfully implemented and Completed by 2023.	Solicit funds from different development partners. Improve and create new own source revenue through by law. Effective use of electronic revenue collection system (LGRCIS).	Number of projects completed
	Community Participation meetings in the implementation of development projects conducted at all levels by June 2025.	Conducting awareness at 111 Mitaa/Streets Disbursement of 20% of collected revenue to 111 Mitaa/Streets Evenly allocation of development projects at lower level.	Number of Community participated

#### 4.4.13 Result Area 13: Bee keeping

##### 4.4.13.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Access to quality and equitable social service delivery improved	100 beekeepers visited by extension officers annually by 2023	Conduct training for beekeepers groups. Prepare visiting schedule quarterly	Number of beekeepers visited /trained
	ten ( 10) beekeepers groups trained on advanced methods of beekeeping by 2023	Conduct training to beekeepers Conduct tour study among beekeeping groups.	Number of trained beekeepers
	Sixty (60 ) modern harvesting gears purchased by 2023	Solicit fund from donors/government Sensitize group member's contribution.	Numbers of harvesting gears purchased
G. Management of Natural Resources and Environment Enhanced and Sustained	Two potential areas for beekeeping identified by 2023	Conduct survey for suitable areas for beekeeping Sensitize beekeepers participations	Numbers of areas for beekeeping surveyed.
E. Good governance and administrative services enhanced	Conducive working environment to 5 staffs created by June 2023	Set aside funds from own source revenue.	Number of office tables, chairs, book shelves and window curtains purchased.

**4.4.14 Result Area 14: Agriculture, Irrigation and Cooperatives**  
**4.4.14.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
G. Management of Natural Resources and Environment Enhanced and Sustained	5000 tree of different species planted by 2023	Establish of nursery at two station Provide knowledge to community effect of deforestation and land degradation Train soil and water conservation methods Train farmers good agriculture cultivation practices	Numbers of tree planted
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	1 cashew nut factory constructed at Naliendele ward by 2023	Solicit fund from donors and own source Train 2 extension staff on cashew nut processing Mobilize community to contribute in factory construction process	Number of cashew nut factory constructed
	3 cold rooms constructed on 3 councils markets by 2023	Mobilize private partnerships on construction Train horticultural farmers water	Numbers of cold rooms constructed

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
		productivity	
C. Access to Quality and Equitable Social Services Delivery Improved	56 Hectares potential for irrigation developed by 2023	Identify farmers existed in potential area Mobilize formation of farmers irrigation organization and water user Educate farmer importance of irrigation	Number of Potential hectares developed
	5000 farmers facilitated on modern urban farming by 2023	Train on rain water harvesting Train on water productivity Train on soil and water conservation	Numbers of farmers facilitated
	Farmers accessing extension services increased from 40% to 70% by 2023	Encourage farmers cultivation drought resistant crops Provide working gears to extension Train and update extension workers and blower operators on new chemical and their application	Percent of farmers access to extension service
	500 farmers trained on urban horticultural	Construct and allocate 3 green houses to 3 wards	Numbers of greenhouse/net house constructed

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	farming by 2023	Mobilize NGO to contribute	
	21 extension staff facilitated for timely report on outbreak of pest and disease by 2023	Provide working gears to extension Major maintenance of motorcycles Timely report and control of pest in one area to another (quarantine) Prepare risk management plan Monitor and early warning to farmers	Numbers of extension staff facilitated
	12,000 farmers visited and trained on good agriculture practices by 2023	Provide working gears to extension staff Capacitate farmers to attend Farmers Field School and farmers exhibition (Nanenane Agriculture show)	Number of farmer visited
	2 AMCOS and 36 SACCOS capacitated on cooperative issues by 2023	Train how to run their societies Regular inspection Monitor and evaluate	Number of Cooperatives capacitated

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good Governance and Administrative Services Enhanced	Conducive working environment to 21 staff improved at all level by 2023	Provide statutory benefits and overhead cost Support office utilities, working gears and office utilities	Number of staff working condition improved

#### **4.4.15 Result Area 15: Information Communication Technology and Public Relations**

##### **4.4.15.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
A. Services Improved and HIV/AIDS Infections Reduced	10 radio programs conducted on HIV prevention by 2023	Prepare radio programs Allocate fund for radio programs Involve HIV stakeholders on sensitization	Number of radio programs conducted
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	10 radio programs conducted on Anti-corruption strategy by 2023	Prepare radio programs Allocate fund for radio programs.	Number of radio programs conducted
C. Access to Quality and Equitable Social Services Delivery Improved	LAN Installed to five dispensaries by 2023	Allocate fund for LAN Installation	Number of dispensaries Installed LAN
	30 Working	Procure working	Number of

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	tools procured by 2023	tools (1 professional camera, 1 Tripod Stand, 3 Laptop, 3 external hard disk, 1 printer, 1 scanner, 3 blower, Clamping tool, 1 toolkit, 1 lens, 1 iPad, 1 tape recorder, 5 Flash disk, 2 Modem, 2 Wi-Fi router, 2 cable tester, 1 multimeter)	working tool procured
	200 staffs trained on computer illiteracy by 2023	Conduct training on computer illiterate Allocate fund	Number of staff trained
	Communication strategy formulated by 2023	Formulate communication strategy Allocate fund	communication strategy documents formulated
	300 staff and non-staff trained on content management system by 2023	Conduct training on content management system (LGRCIS, FFARS, GoT-HoMIS etc.) Establish follow up Allocate fund	Number of staff and non-staff trained
	18 noticeboards installed in Municipal's office by 2023	Allocate fund for noticeboard installation to the Municipal's office	Number of noticeboard installed
	2 Municipal mass media	Allocate fund Establish	Number of mass media

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	established by 2023	newsletter Establish radio station	established
	4 staff capacitated on professional course to develop carrier by 2023	Allocate fund to capacitate staff for professional course	Number of staff capacitated
	60 programs conducted in local radio by 2023	Prepare radio programme Allocate fund	Number of radio programs conducted
E. Good Governance and Administrative Services Enhanced	Conducive working environment to 21 staff improved at all level by 2023	Provide statutory benefits and overhead cost Support office utilities, working gears and office utilities	Number of staff with conducive working environment

#### **4.4.16 Result Area 16: Election**

##### **4.4.16.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good Governance and Administrative Services Enhanced	85,000 Voters capacitated on civic education by 2023	Formulate and implement voter education program through local radio mobilize support for civil societies platforms during elections impart knowledge about how to	Number of Voters capacitated on civic education

Strategic Objectives	Targets	Strategies	Performance Indicators
		participate in electoral process	
E. Good Governance and Administrative Services Enhanced	Voter turnout increased from 68.6 percent to 75 percent by 2023	Promote mass participation and high voter turnout through local radio development of good practice in the conduct of elections support efforts to improve and enhance democratic systems	Number of Voter turnout increased
	Polling station with temporary structure decreased from 46 to 35 by 2023	Involve stakeholders (institution) work with others ensure effectiveness in all aspects of electoral administration	Number of polling station with temporary structure decreased
	All political party candidate treated fairly and equally according to the law by 2023	Engage stakeholders in each step of election improve the election staff appointments process	Number of petition / grievance received
	Conducive working environment to 1 staff improved by 2023	Provide statutory benefits and overhead cost Support office utilities, working gears and office utilities	Number of staff with conducive working environment

#### 4.4.17 Result Area 17: Internal Audit

##### 4.4.17.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Financial audit for Mtwara Municipal council conducted Annually by 2023.	Improve internal Control systems. Increased number of staff. Strengthen the capacity of Internal Audit Unit	Annual Financial audit reports produced.
	Value for Money Audit for all development funds in Mtwara Municipal Council conducted quarterly by 2023.	Strengthen the capacity of Internal Audit Unit Improve Management of resources	Value for Money audit reports produced quarterly.
	Human Resource and Salaries Audit for Mtwara Municipal Council conducted quarterly by 2023	Strengthen the capacity of Internal Audit Unit. Increase use of appraisal results in making HR decisions.	Human Resource and Salaries audit reports produced quarterly.
	Procurement Audit for of Mtwara Municipal Council Conducted	Strengthen the capacity of Internal Audit Unit. Improve management	Procurement Audit for Mtwara Municipal council produced quarterly.

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good Governance and Administrative Services Enhanced	quarterly by 2023.	of resources	
	Transactions, Revenue and Systems Audit of Mtwara Municipal Council conducted quarterly by 2023.	Strengthen the capacity of Internal Audit Unit. Improve Internal Control systems.	Transaction, Revenue and Systems reports produced quarterly.
	Administrative support to 4 Auditors enhanced by 2023	Facilitate acquisition of Motor vehicle and Office renovation. Improves working tools, equipment and facilities. Improve Staff welfare training and Development.	Conducive working environment improved.
	Conducive working environment to 4 staff improved by 2023	Provide statutory benefits and overhead cost Support office utilities, working gears and office utilities	Number of staff with conducive working environment

#### 4.4.18 Result Area 18: Procurement Management Unit

##### 4.4.18.1 Strategic Objectives, Targets, Strategies and Performance Indicators

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	9 procurement staffs trained on HIV prevention	Invite experts to conduct sessions about the HIV/AIDS prevention	Number of staffs trained.
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	9 procurement staff trained about anti-corruption by 2023	Conduct 5 training on anti corruption	Number of staffs trained.
C. Access to Quality and Equitable Social Services Delivery Improved	9 sets of various protective gears for 9 staff procured by 2023	Set aside annual budget from own source revenue	Number of protective gear procured.
	20 shelves for keeping materials procured by 2023	Set aside annual budget from own source revenue	Number of shelves procured.
	1 existing warehouse renovated by 2023.	Solicit fund from different sources	Number of warehouse renovated
	9 procurement staff trained on procurement by 2023	Conduct training to 9 procurement staff	Number of staffs trained
	18 executive ward officers	Conduct training to 18 ward	Number of ward executive officers

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
C. Access to Quality and Equitable Social Services Delivery Improved	trained on procurement activities by 2023	executive officers	trained
	10 staffs from government dispensary trained on procurement activities by 2023	Conduct training for 10 staffs to government dispensary	Number of staffs trained
	4 staffs from health centers trained on procurement activities by 2023	Conduct training for 4 staffs to health centers	Number of staffs trained
	42 staffs from secondary schools trained on procurement activities by 2023	Conduct training for 42 staffs to secondary schools	Number of staffs trained
	62 staffs from primary schools trained on procurement activities by 2023	Conduct training for 62 staffs to primary schools	Number of staffs trained
	13 head of department staffs trained on procurement skills by 2023	Conduct training for 13 head of department staffs	Number of staffs trained
E. Good	Conducive	Provide statutory	Number of staff

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
Governance and Administrative Services Enhanced	working environment to 4 staff improved by 2023	benefits and overhead cost Support office utilities, working gears and office utilities	with conducive working environment

#### **4.4.19 Result Area 19: Legal Unit**

##### **4.4.19.1 Strategic Objectives, Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good Governance and Administrative Services Enhanced	50 legal books purchased by 2023.	Include in the legal unit budget of 2018/2019	Number of legal books purchased.
	Office equipment purchased by 2023.	Buy 3 computers, 2 office tables, 2 chairs and one shelf. Include in the legal unit budget of 2018/2019	Number of Office equipment purchased.
	Two legal officers employed by 2023.		Number of legal officers employed.
	Continuous education programs attended by 2023.	Attend all legal education programmes.	Number of Continuous Legal Education (CLE) programs attended.
	Five training to tribunals	Conduct one training of	Number of training to tribunal

<b>Strategic Objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E. Good Governance and Administrative Services Enhanced	conducted by 2023.	ward tribunal members every year.	conducted.
	One vehicle allocated by 2023.	Allocate one vehicle for legal office.	Number of vehicle allocated.
	Conducive working environment to 4 staff improved by 2023	Provide statutory benefits and overhead cost Support office utilities, working gears and office utilities	Number of staff with conducive working environment



**CHAPTER FIVE**  
**IMPLEMENTATION, MONITORING, EVALUATION, REVIEW,**  
**INTERNAL REPORTING PLAN, EXTERNAL REPORTING PLAN**  
**AND ASSUMPTIONS**

**5.1 Implementation**

Preparation of this plan was an important aspect towards improving the livelihood of community members is one aspect; its implementation is paramount too. In this regard the implementation of this plan shall be the responsibility of all stakeholders of the Municipal council. The Municipal Executive Director (MED) who is the Chief Executive Officer of the Council shall be responsible and accountable for the implementation of the Mtwara Mikindani Municipal Council (2018/2019 – 2022/2023) Strategic Plan. MED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. The MED with the support of the Municipal management team shall regularly report to the Municipal Council meetings with regards to the Plan implementation and its overall performance.

For the successful coordination of all planned targets in each department and Unit, the Planning Statistics and Monitoring department is dedicated to coordinate and provide an oversight on the implementation, monitoring and evaluation of this strategic plan. Thus, the respective departments and Units/Sections shall be responsible for the day to day operation of planned activities with a helping hand from the key stakeholders from within and outside the Municipal Council. Table 47 shall guide the format of the implementation plan and cumulative budget.

**Table 47: Example of implementation plan: Result Area: x**

No	Strategic Objective	Strategies	Target	Activity	Budget				
					2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
1	A:		1.	1.1					
				1.2					
				1.3					
	B:			2.1					
				2.2					
		2.3							

## **5.2 Monitoring**

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

Therefore, monitoring implementation of the plan shall be a continuous process that shall include:

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Mtwara Mikindani Municipal Council Community including the Municipal Management Team and the Municipal Full Council. Presentations shall be done in order that the progress reports presented are adequately informative, precise and therefore credible, Table 48 shall guide the format of the progress reports.

**Table 48: Example of quarterly progress report**

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

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

### **5.3 Evaluation**

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

Specifically, the evaluation of the Mtwara Mikindani Municipal Council Strategic Plan (2018/2019 - 2022/2023) shall largely aim at:

- i. Establishing whether the Municipal Council is mobilizing adequate resources and the use of such scarce resources is justifiable.
- ii. Assessing the reasons given with regards to success or failure in achieving implementation targets

- iii. Understanding whether the Plan implementation is achieving desired impact in fulfilling the Council vision and mission.

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

**Table 49: Evaluation Plan**

Evaluation	Description	Evaluation Questions	Methodology	Time frame	Responsible
Mid-Term Evaluation	This evaluation aims to measure the realization of intermediate outcomes.	What has been achieved so far in terms of intermediate outcomes?  What were the challenges and lessons learnt?	Interviews Observation Focus group discussion  Controlled studies  Literature reviews	June, 2018	HoD- Planning, Statistics Monitoring and Evaluation
Terminal Evaluation	This evaluation aims to measure the achievement of Planned Strategic Objectives.  This evaluation also measures the impact that the Authority has	To what extent have the Planned Targets been achieved?  Has Target achievement led to realization of the intended outcomes?  What policy, legal and regulatory framework changes can be	Interviews Focus group discussion  Controlled studies  Literature reviews Controlled randomized studies  Literature reviews  Surveys	Sept-Dec, 2022	HoD- Planning, Statistics Monitoring and Evaluation

Evaluation	Description	Evaluation Questions	Methodology	Time frame	Responsible
	on the public	<p>done to improve the outcomes?</p> <p>What is the percentage of stakeholders satisfied with the services provided by the Mtwara Mikindani Municipal Council</p> <p>To what extent do Mtwara Mikindani Municipal Council provide services to grass root level to meet need of community members?</p> <p>To what extent has Mtwara Mikindani Municipal Council contributed development of the country?</p>	Questionnaire		

#### 5.4 Plan Review

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

**Table 50: A Review Plan**

S/No.	Years	Planned Review	Time Frame	Responsible
1.	Year 1: 2018/19	Annual Performance review	May, 2018	Head of department responsible for Planning, Monitoring and Statistics
2.	Year 2: 2019/20	Annual Performance Review	May, 2019	
3.	Year 3: 2020/21	Mid-term review	March, 2020	
4.	Year 4: 2021/22	Annual Performance Review	May, 2021	
5.	Year 4: 2022/23	Final MMMCSP Outcome Review	May, 2022	

**5.5 Internal Reporting Plan**

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

**Table 51: Internal Reporting Plan**

S/No.	Types of Report	Recipient	Frequency	Responsible
1.	Council Progress Reports	Management Team, Council standing Committee & full Council	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Audit	Audit Committee,	Quarterly	Head of

S/No.	Types of Report	Recipient	Frequency	Responsible
	Report			section responsible for Internal Audit
3.	Council workers report	Workers Board Meeting	Bi annual	Head of department responsible for Human Resource and Administration
4.	Council Fraud and Risk Management Reports	Council Management, Finance Committee	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
5.	Council Finance and administration Report	Finance and administration Committee	Monthly	Head of department responsible for Finance
6.	Council Procurement Report	Finance and administration Committee	Monthly	Head of Section Responsible for Procurement

### 5.6 External Reporting Plan

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

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

**Table 52: External Reporting Plan**

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

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

### **5.7 Assumptions**

The successful achievement of the 2018/2019-2022/2023 strategic plan depends on the existence of the following major assumptions which need close monitoring and timely responded by Mtwara Mikindani Municipal Council management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Municipal Council in implementing the strategic plan

- Improved conditions for effective staff retention and motivation.
- Timely disbursement of fund from Central government
- Continued provision of technical support, policies, guidelines and financial support from respective ministries
- Continues stability and improved economic growth of the country
- Continued good leadership at the Municipal council level
- Absence of political interference that involve infringement of the mandate of the council
- Existence of stable and harmonious relationship between the council and other key stakeholders.
- compliance to legislation
- Adequate human capital management including attraction, retention, development and succession planning
- Adequate performance management and measurement systems resulting into achievement of established annual targets
- Planned expenditures and revenues are based on the actual figures of each financial year.
- New sources of revenues are approved and become operational in each financial year.