

UNITED REPUBLIC OF TANZANIA



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



**SHINYANGA MUNICIPAL COUNCIL
STRATEGIC PLAN
2018/2019-2022/2023**

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EXECUTIVE SUMMARY

Preparation of strategic plan for Shinyanga Municipal council has taken into account the strategic potentials of the municipality. In harnessing its potentials, Shinyanga Municipal council is committed to be a strategic safe city for industrialization and provision of high quality services for sustainable development by 2025. This long-term dream shall be achieved by providing high quality services and creating conducive environment for investment through effective utilization of available resources. In realizing its long term dream a council has 9 broad statements (strategic objectives) coded “A to I” that includes: 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 Enhance and I. Emergency and Disaster Management Improved. All objectives shall be realised through its own targets underneath owned by respective departments. In ensuring ownership, participatory approach was used in the process of strategic plan preparation which involved a consortium of management team of the Municipal council who were head of departments, Units and a wide range of other stakeholders. This strategic plan has taken into account the analysis of both internal and external environmental scan. The internal scan involved a critical analysis of the existing situation in all sectors bearing to provision of social services to community; the external environmental scan concerned with the analysis of the Tanzania National Development Vision (2025), The Tanzania Long Term Perspective Plan (LTPP, 2011/2012-2025/2026). Tanzania Five Years Development Plan 2016/2017- 2020/2021 (FYP II), Tanzania Mini- Tiger Plan, Tanzania Open Government Partnership (OGP): Third National Action Plan

2016/2017 - 2017/2018, Sustainable Development Goals (SDGs), Agenda 2063: The Africa We Want and National sectoral policies.

The plan is divided into five chapters where chapter One presents background information of Shinyanga municipal council, chapter Two provide situation analysis of the municipal council where intensive analysis on the existing situation of the Municipal council was analysed to determine issues of major concern to be addressed in five years to come. Chapter three presents Performance review on the implementation of the previous strategic plan, Chapter Four describes The Plan where the vision, mission, strategic objectives, targets, strategies and performance indicators have been clearly presented. Finally chapter Five describes information on implementation, monitoring, evaluation, plan review; where the implementation of this plan shall be the responsibility of all stakeholders of the municipal council. The Municipal Director (MD) who is the Chief Executive Officer of the Municipal Council shall be responsible and accountable for the implementation of the Shinyanga Municipal Council (2018/2019 – 2022/2023) Strategic Plan. Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the head of the planning statistics and monitoring department to the organs representing Shinyanga Municipal Council community members. There shall be Mid-term evaluation to be conducted after two and half years and Terminal evaluation to be carried out at the end of the planned period to match activity funding with plan implementation. Moreover, the implementation of this strategic plan is bounded by 6 major core values which are: Environment Conservation, professionalism, customer focus, team work, confidentiality and integrity.

LIST OF ABBREVIATIONS AND ACRONYM

ACDO	Assistance Community Development Officer
ACSEE	Advanced Certificate of Secondary Education Examination
CEMONC	Comprehensive Emergency Obstetric and New born Care
AGPAHI	Aerial Glassier Pediatrics AIDS Healthcare Initiative
AIC	African Inland Church
AIDS	Acquire Immune deficiency Syndrome
AMCOS	Agricultural Marketing Co-operative Societies
BAKWATA	Baraza Kuu la Waislamu Tanzania
CAG	Controller and Auditor General
CAMFED	Campaign for Female Education
CBD	Central Business District
CBO	Community Based Organization
CCM	Chama cha Mapinduzi
CHF	Community Health Fund
COWSOs	Community Owned Water Supply Organizations
CPA	Certifies Professional Accountant
CSEE	Certificate of Secondary Education Examination
CSO	Civil Society Organization
D-by-D	Decentralization by devolution
ADMADS	Agricultural Drought Monitoring and Assessment Driven by Satellites
EPICOR	Expenditure and Revenue Controller
EQUIP TZ	Education Quality Improvement Programme Tanzania
FBO	Faith Based Organization
FDI	Foreign Direct Investment
FTNA	Form Two National Assessment
FYDP	Five Years Development Plan
GDP	Gross Domestic products
HESLB	Higher Education Students Loans Board

HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
HoD	Head of Department
IAG	Internal Auditor General
ICT	Information and Communication Technology
IPM	Integrated Pest Management
KKKT	Kanisa la Kiinjili la Kilutheri Tanzania
LAFM	Local Authority Financial Memorandum
LGAs	Local Government Authorities
LGMD	Local Government Monitoring Database
LGRCS	Local Governance Resource Centres
LGRP	Local Government Reform Program
LSRP	Legal Sector Reform Program
LTTP's	Long Term Perspective Plan
MD	Municipal Director
MEO	Mtaa Executive Officer
MIS	Management Information Systems
MSEO	Municipal Secondary Education Officer
MTEF	Medium Term Expenditure Framework
MVC	Most Vulnerable Children
MWST	Municipal Water and Sanitation Team
NACSAP	National Anti-corruption Strategy and Action Plan
NBS	National Bureau of Statistics
NGO	Non-Governmental Organization
NMB	National Microfinance Bank
OGP	Open Government Partnership
OPRAS	Open Performance Review Appraisal System
PFMRP	Public Financial Management Reform Program
PITC	Provide Initiation Testing and Counseling
PLANREP	Planning and Budgeting Reporting System
PLHA	People Living with HIV/AIDS
PORALG	President's Office Regional Administration and Local

	Government
PMTCT	Prevention of Mother to Child Transmission
PPRA	Public Procurement Regulation Authority
PSLE	Primary School Leaving Examination
PSRP	Poverty Strategies and Reduction Programme
RS	Regional Secretariat
SACCOS	Savings and Credit Co-operative Society
SDA	Seventh Day Adventists
SDG	Sustainable Development Goals
SEZ	Special Economic Zone
SFNA	Standard Four National Assessment
SHUWASA	Shinyanga Urban Water and Sanitation Authority
SIDP	Small Industries Development Policy
SLO	Statistic and Logistic Officer
SMC	Shinyanga Municipal Council
SMEs	Small and medium Enterprises
SWM	Solid Wastes Management
SWOC	Strength Weakness Opportunities and Challenges
TANESCO	Tanzania National Electric Supply Company
TDV	Tanzania Development Vision
TOMSHA	Tanzania Output Monitoring System for Non-Medical HIV and AIDS Interventions
TPB	Tanzania Postal Bank
TSA	Takwimu za Shule Madarasa ya Awali
TSM	Takwimu za Shule za Msingi
TTCL	Tanzania Telecommunication Company Limited
ULGSP	Urban Local Government Strengthening Programme
UMISETA	Umoja wa Michezo Shule za Sekondari Tanzania
UNITASHUMTA	Umoja wa Michezo na Taaluma Shule za Msingi Tanzania
VCT	Voluntary Counseling and Training
VEO	Village Executive Officer
WATSAN	Water and Sanitation

WEO	Ward Executive Officer
WES	Water and Environmental Sanitation
WSDP	Water Supply and Sanitation Program

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STATEMENT OF THE MUNICIPAL MAYOR OVERVIEW AND POLICY STATEMENTS

(i) Policy Statement by the Municipal Council Mayor

The main task of Shinyanga Municipal Council is to ensure there is law and order in the Municipality; so that the resultant peace and tranquility act as enabling aspect through which people can plan implement and run their development activities smoothly and peacefully. The Council therefore is responsible to ensure that the law and order of the Country are enforced, government policies are properly implemented and the country's constitution is respected. The Council is also responsible to ensure a good working and enabling environment to all stakeholders within the Municipality and that as much as possible collaboration with the private sector is maintained and strengthened. Non Governmental Organisations (NGOs), Community Based Organisations (CBOs) and other development partners undertaking various initiatives within the Municipality have to adhere to policies, laws and constitution which are in place. Apart from the mentioned tasks, the Council's major role is preparation of strategic plan which is a reflection of the priorities of the Shinyanga Municipal Council in the next five years. It has been informed by Sustainable Development Goals (SDGs), election Manifesto for the year 2015-2020, National Five Year Development Plan 2016/2017-2020/2021 (FYDP II), Development Vision by the year 2025, the Medium Term Expenditure Framework (MTEF), which is a combination of previous, plans i.e. the Rolling Plan, Forward Budget and Performance. It is these amended Acts that reinforce the preparation and implementation of this strategic plan.

The whole concept seeks to adopt the planning and budgeting procedure which is well managed, provides for accountability and transparency and meets international planning procedures. Strategic plan seeks to provide good quality

services to the people, improve efficiency and effectiveness, enhance accessibility to services, resources and facilitates accountability with the overall aim of eradicating poverty and improve the standard of living of its people.

It is therefore my expectation that Five Year Strategic Plan 2018/2019-2022/2023 meet the Vision and Mission of the Council whereby several aspects like eradication of poverty, diseases, illiteracy, social injustice practices and gender imbalances will be squarely addressed. I believe that the Council Strategic Plan is and remains to meet the people's expectations and aspirations within five years.

Let us join hands and ensure that our five year Strategic Plan is implemented as planned.

G. A. Mukadam
HONORABLE MAYOR
SHINYANGA MUNICIPAL COUNCIL

STATEMENT OF MUNICIPAL DIRECTOR

Shinyanga Municipal Council whose Municipality Status was achieved in July 2000, has ever since, been struggling hard to provide good quality Social and Economic services to its people through implementation of Strategic Plans in various planning period, with the ultimate goal of raising the standard of living of its residents. The planning process has been carried out in a participatory manner involving various stakeholders such as the community at the grassroots level, NGOs, religious organizations, donor agencies and the central government. For the period 2014/2015 to 2018/2019 Shinyanga Municipal council committed its financial, human and material resources in implementing its five year medium term strategic plan; the effect or the change resulting from the interventions from the previous strategic plan was assessed in 13 departments and 6 sections. The Five Year Strategic Plan (SP) for the year 2018/19 to 2022/2023 provides priorities of the Shinyanga Municipal Council in the next five years. The Strategic Plan also broadly aims at mainstreaming cross-cutting issues such as gender, corruption and fighting the prevalence of HIV/AIDS, including support services to people of Shinyanga living with HIV/AIDS. In brief the Strategic Plan for the year 2018 - 2023 has been designed to consolidate and ignite an impetus of excellence in the provision of public services in the council. It is our hope that the government, stakeholders and the people of Shinyanga Municipal Council will render their support to ensure the aspirations of the plan are realized. The key result areas and strategic objectives of SMC were derived from a stakeholders' workshop, Council self-assessment and performance reviews. Lists of critical issues that need interventions were identified and incorporated in the plan. The Strategic Plan document looks further at a generalized outlook for medium term strategic plan machinery that highlights on strategic objectives, targets, performance indicators, activities and timeframe for key issues, followed by the financing plans for each service area.

Finally, the Strategic Plan draws attention to some factors that might influence successful achievement of council vision and mission through effective implementation. The factors such as financial resources, human resources, good governance, community participation and gender can act, as either enablers or obstacles depending on whether they facilitate or impede implementation of the plan. On behalf of the Shinyanga Municipal Council and its Management, We wish to thank all those who have contributed in one way or another in making it possible to successfully complete preparation of this Council five year strategic plan. This is an important tool that will assist the council implement its activities effectively and efficiently. Many thanks are directed to Municipal Economist in Planning, Statistics and Monitoring department and the team as well as Heads of department and all members of the council for their continuous commitment, advice and support which made it possible for this assignment to begin and be completed expeditiously.

Special thanks are also extended to Save the Children who facilitated the workshop, their inputs and concern on the children that lead to preparation of Council Strategic plan which has taken on bold the issues and rights of the children. The valuable contribution and commitment by all those who participated in the workshops cannot be over-emphasized

**MUNICIPAL DIRECTOR
SHINYANGA MUNICIPAL COUNCIL**

CHAPTER ONE

BACKGROUND INFORMATION OF SHINYANGA MUNICIPAL COUNCIL

1.1: Introduction

The name Shinyanga originates from a big tree which was located around Old Shinyanga settlement that was referred to by the natives as Inyanga. The settlement around the tree was later named after the name of the tree and became Inyanga settlement. The non-natives (aliens) found it difficult to pronounce Inyanga and instead used to call the place as Shinyanga. The name became common and as a result the settlement was hence named it Shinyanga. The newly renamed settlement grew up and later on became amongst the major service center in the Lake Zone. In addition to holding service center, it also became an administrative center for colonial rulers, in particular, the German administration. The administration functions were later shifted to the present Shinyanga Municipality location in 1928 after completion of railway line construction linking Tabora and Mwanza urban centers. With the establishment of railway station at a place hitherto known as Kizumbi, which was by then under the ruling of Chief Wamba, the administrative and several social services and facilities were established around the place. The establishment of administrative functions to the area around the newly established railway station marked formal transfer of administrative functions from Old Shinyanga to the present Municipality locality. Since then Shinyanga Municipality developed and grew to become the major service center in the region and is still maintaining the regional headquarters status.

1.2: Municipal Formation

Shinyanga Municipality is divided into 3 Division which are Shinyanga mjini, Old Shinyanga and Ibadakuli; together they have a total of 17 Wards, 19 villages, 55 Mitaa/streets and 84 vitongoji. The urban proper area covers 75% of the total area of the Municipality. The existing urban form of the Municipality clearly reflects a concentric type of urban development pattern containing sparse development. The pattern has been dictated by the flat terrain and the sparseness results from low land values that allow urban expansion to take place easily. The development of the Municipality has centered on a flat terrain forming a concentric type of urban development. The created development pattern is however being crossed/interrupted by

seasonal rivers, the remarkable ones being River Kidalu, Mhumbu, Senderu and Lubaga. The construction of the railway line linking Tabora Municipality and Mwanza city and subsequent location of a railway station at a point where Shinyanga –Kahama/Nzega and Bariadi/Mwanza roads meet inspired the emergence and growth of the Municipality. The settlement was originally at Old Shinyanga but in 1928, the chief of the area decided to move to take advantage of the railway line. However, despite that Old Shinyanga and Shinyanga at 14 km away, there is a linear development that has made the two areas to join. Since the construction of the Tabora – Mwanza followed by the opening-up of railway station the built-up areas in Shinyanga Municipality have grown by 80%. Development tendered to concentrate in the northern part of the railway station and with time, the Municipality was forming a concentric type of development form enclosing the market place and its surroundings which include residential, commercial, institution, and industrial establishments. These form the present central area of the Municipality which occupies an almost circular development area of approximately 31 square kilometers with a radius of 5.5 kilometers from the central point.

The location of industrial and District administrative establishes in the south-west and south-east parts respectively initiated and stimulated development activities in Ndala, Ibinzamata, Kitangili and Matanda areas. Today these, distant located areas are part and parcel of the existing concentric development form in Shinyanga Municipality. Meanwhile, the Municipality is expanding almost in all directions. However intensified development is evident in situated along Old Shinyanga, Nzega/Kahama/Tabora, Ndala and Mwanza/Mwadui roads. Concentration is in areas where water shortage is not very acute. The expansion of Shinyanga Municipality has been engineered by opening up-New development areas through detailed scheme and surveying of plots.

1.3: Location and Area coverage

1.3.1: Location

Shinyanga Municipal is among 6 councils forming Shinyanga region, and is one of the regions forming Lake Victoria zone. This includes one Town Council which is Kahama and Other 5 district councils such as Shinyanga district, Kishapu, Msalala and Ushetu. The Municipality which also is the

regional headquarter, lies between latitude 3° 20" and 3° 45" 5' and longitudes 33° 20" and 35° 35"E.

1.3.2: Area Coverage

Shinyanga Municipality occupies an approximate area of 548 square kilometers out of which about 25 square kilometers form the urban proper area and the remaining proportion of 523 square kilometers rural in character. The Council is strategically located; it is fed by the central railway line which also links Tabora Municipality and city of Mwanza. It is also crossed by the Nzega-Mwanza road which is part of Dar es Salaam and Arusha - Mwanza trunk roads. The nearest urban centers are located at an approximate distance of about 77 kilometers and 192 kilometers, these urban centers are Nzega and Tabora urban centers respectively.

1.3.3: Administrative Boundaries

After the establishment of Shinyanga Municipal Council, it continued to maintain the same administrative boundaries and units established in 1980 when was accredited with Town council status. The Council is made up of 3 Divisions encompassing a total of 13 and later expanded to 17 Wards. The Council has 17 Villages, 55 Mitaa and 84 Sub-villages (Vitongoji).

Table 1: Administrative units of Shinyanga Municipal Council

Division	Wards	Villages
"Shinyanga Mjini"	1. Mjini 2. Ibinzamata 3. Kitangili 4. Chamaguha 5. Kambarage 6. Ndala 7. Ngokolo 8. Mwawaza 9. Kizumbi 10. Lubaga 11. Ndembezi 12. Masekelo	Nhelegani Negezi Bugimbagu Bugayambelele Mwamashele Mwawaza Lubaga Iwelyangula
Old Shinyanga	1. Mwamalili 2. Chibe 3. Old Shinyanga	Bushola Mwamalili Seseko Chibe Ihapa

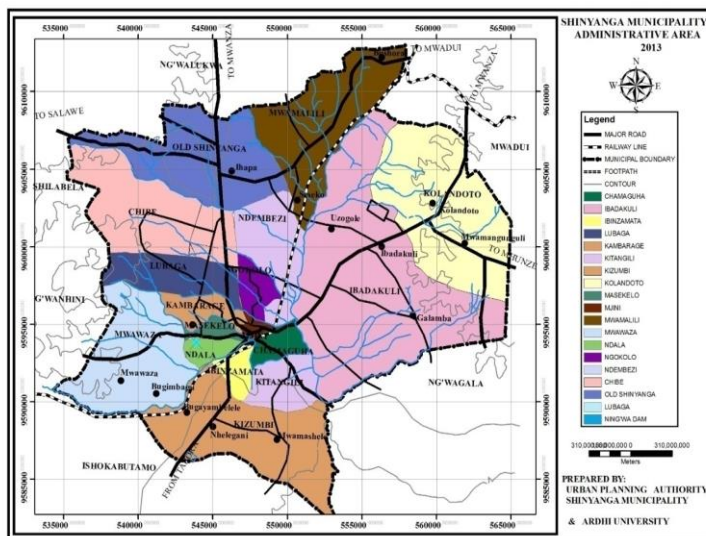


Figure 1: The map showing administrative area of Shinyanga Municipality

1.4 Population

According to National Population Census, in 1967 Shinyanga Municipality had a population of 41, 579 people. In 1978, its population size increased to 68, 733 people which was about 5.2% of the regional population of 1.3 million people. Between 1978-1988, the Municipality recorded population increase of 43.5% (29927 people) reaching a population size of 98660 people who were making 5.6% of 1988 Regional Population of 1.7 million people. According to 2002 population census Shinyanga Municipality had a population of 134,523 people. According to national Population Census, in 2012 Shinyanga Municipality had a population of 161, 391 people. According to NBS, in 2016 the population size increased to 175,245, and as of 2017, the estimated population size was 178,890.

1.4.1 Population Composition and Structure

In a year 2012 about 161391 people were living in the urban and rural wards respectively. During the same period, males comprised of 48.7% of the population females composition was at a tune of 51.3%. This implies that about 78,655 people and 82,736 people were males and females respectively. Therefore, the number of males per 100 females was 97.6

which further confirm that most urban areas in Tanzania have more women than men. According to table No. 1.3 below, in 2012 the children group (0-17 years of age) was comprised of about 75,173 persons and thus making about 46.6 % of the total population. The group of adults (age between 18-64 years) was comprised of 80,971 people or 50.2% of the population. Elders of 65 + years were about 3.2 % of the urban center's total population.

Table 2: Shinyanga municipality population composition by age and sex (2014)

Age Group	Rural Population			Urban Population		
	Males	Females	Total	Males	Females	Total
0-4	4,684	4,807	9,491	6,609	6,704	13,313
5-7	2,974	2,858	5,832	3,905	3,877	7,782
8 -9	1,653	1,642	3,295	2,237	2,285	4,522
10-14	3,875	3,847	7,722	5,913	6,399	12,312
15-17	1,866	1,809	3,675	3,325	3,904	7,229
18-54	11,241	11,719	22,960	25,126	27,410	52,536
55-64	1,054	1,036	2,090	1,784	1,601	3,385
65+	1,195	1,336	2,531	1,214	1,502	2,716
Total	28,542	29,054	57,596	50,113	53,682	103,795

Source: 2012 Population Census Regional profile, Shinyanga

In Shinyanga Municipality, therefore, in 2012 the proportional of active population was 50.2% and dependents group comprised of about 46.6% of the total population. Table No.1.3 above also indicates an interesting situation concerning the composition of the elder's group. According to figures presented in the table, 48.2% of all elders were living in the rural area of the Municipality.

Table 3: Shinyanga Municipal Population Distribution

S/ N	Ward	Category	Population Size [Number]			Average House hold Size	Sex Ratio	Household
			Male	female	Total			
1	Mjini	Urban	2,632	2,770	5,402	4.1	95	1,240
2	Kambarage	Mixed	6,649	7,147	13,796	4.1	93	3,466
3	Ngokolo	Mixed	9,314	10,344	19,658	4.3	90	4,554
4	Chamaguha	Urban	2,669	2,549	5,218	4.6	105	1,140
5	Ibinzamata	Urban	2,462	2,599	5,061	4.1	95	1,266
6	Kizumbi	Rural	5,619	5,645	11,264	5.3	100	2,168

7	Chibe	Mixed	2,917	2,923	5,840	5.6	100	1,049
8	Ibadakuli	Rural	6,290	6,247	12,537	5.2	101	2,459
9	Kitangili	Urban	4,063	4,275	8,338	4.2	95	2,016
10	Mwawaza	Rural	2,766	2,899	5,665	5.8	95	980
11	Ndala	Mixed	4,555	4,877	9,432	4.5	93	2,138
12	Mwamalili	Rural	3,583	3,517	7,100	6.1	102	1,167
13	Kolandoto	Rural	5,462	5,839	11,301	5.7	94	2,010
14	Old Shinyanga	Mixed	4,909	5,204	10,113	5.1	94	1,998
15	Masekelo	Mixed	4,252	4,535	8,787	4.4	94	2,041
16	Ndembezi	Urban	7,111	7,726	14,837	5.2	92	2,925
17	Lubaga	Urban	3,402	3,640	7,042	4.9	93	1,451
Total			78,655	82,736	161,391	4.8	95	34,068

Source: 2012 Population Census Regional profile, Shinyanga

1.4.2 Population Distribution and Household Structure

According to 2012 population Census, Municipality Shinyanga Municipality had a total of 34,068 households with average household size of 4.9 persons per household.

Table 4: Shinyanga municipal population size, composition and number of household (2014)

Ward	Population Size			% of population	Number of Household
	Urban	Rural	Total		
Mjini		-	5,451	3.5	1,240
Kambarage	5,451	-	14,146	8.9	3,466
Ngokolo	14,149	-	19,626	12.2	4,554
Chamaguha	5,240	-	5,240	3.25	1,140
Ibinzamata	5,068	-	5,068	3.15	1,266
Kizumbi	-	11,264	11,264	6.97	2,168
Chibe	-	5,810	5,810	3.6	1,049
Ibadakuli	-	12,543	12,543	7.9	2,459
Kitangili	8,300		8,300	5.15	2,016
Mwawaza	-	5,622	5,622	3.5	980
Ndala			9,419	5.5	2,138
Mwamalili	-	7,079	7,079	4.4	1,167
Kolandoto	-	11,259	11,259	6.97	2,010
Old Shinyanga		9,893	9,893	6.12	1,998
Masekelo		8,907	8,907	5.51	2,041
Ndembezi			14,767	9.15	2,925
Lubaga			6,997	4.32	1,451
Total	38,208	123,183	161,391	100	34,068

Source: 2012 Population Census Regional profile, Shinyanga

1.5 Topography

The Council is characterized by a flat and gently undulating plains covered with low and sparse vegetation. Ecologically the council is divided into three agro-ecological zones with the Light loam soils in Ibadakuli division Common crops grown includes cotton in Ibadakuli and Kolandoto wards for cash crops and maize, sorghum and sweet potatoes as food crop, Light loam red soils, Old shinyanga division. Types of crops cultivated includes sorghum paddy, maize and cotton and sandy soils and heavy soils, Kizumbi division crops grown in these areas includes sorghum paddy, maize and cotton.

The topography of the Municipality is basically characterized by flat terrain portions of scattered hilly rocks and low lying land-forms. The rocky hills are predominant in the north-west parts of the Municipality around Old-Shinyanga and in the western areas at Mwawaza localities which forms the boundary between Shinyanga Urban and Rural Districts. At Kizumbi, lies an elevated land terrain which slopes gently on a southward direction towards Mhumbu River which runs southwards (from the north parts) and drain into Manonga River. On the east of Mhumbu River, land rises-up steadily towards Galamba settlement. As from Galamba moving towards the east and north-east direction up to Mwamagunguli lays a stretch of flat land. In between Mwamagunguli and Kolandoto villages also lies an elevated land form. As from Kolandoto, land terrain slopes towards the west to make a stretch of flat (land) terrain which rises again towards Mwamalili, Bushola and Old Shinyanga Settlements.

1.6 Soil

Soil within the Municipality fall under three categories that include: Light colored well drained infertile sandy soil type which is predominantly found on ridge crests and upper (elevation) slopes. Dark colored imperfectly drained mostly sodic-compact loamy to clayish soil. Black poor drained cracking heavy clay (vertisol and combisol) soil. These types found in low-lying valley bottom and occupy about 48% of all soil types in Shinyanga Region. Sometimes they are being referred as mbuga soils.

1.7 Water bodies

The Municipality is drained mainly by Rivers Mhumbu and Kidalu which, however, are seasonal and usually dry-up during the dry spell. River Mhumbu which passes through Nig'hwa Dam drains across the North and East parts of the Municipality. It then runs towards the South direction draining its water into River Manonga which runs through Shinyanga Region on its way towards Lake Eyasi in Arusha Region. River Kidalu which runs through Ndala and Lubaga areas drain its water into River Mhumbu.

1.8 Climatic Conditions

1.8.1 Rainfall

Shinyanga Municipality experiences a typical semi-arid tropical type of climate and is largely bio-modal with short rains falling between March and May. On average, the Municipality receives annual rainfall of between 800 mm and 900mm and the mean rainfall ranges between 100-200 mm per annual rainfall of between 100-200 mm per annum. The dry spell extends as from June to early October.

Table 5: Rainfall received in Shinyanga municipality from 2000-2013

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Annual Rain (mm)	1180.1	628.5	845.8	930.6	513.2	1023.7	701.1	770.9	629.3	945.9	862.3	747.6

Source: Shinyanga meteorological report 2014

1.8.2 Temperature

Temperature are generally high with mean daily temperature of 24⁰ C, normally, temperature ranges between 18°C and 30°C. The Municipality is, thus situated in a relatively high humidity reaching 60% between August and October, in January and March humidity falls to about 22%. Wind direction in the Municipality varies from time to time throughout the year. Normally, wind blows from south east to the north-west direction despite that, in certain occasion wind blows from north-east direction. The average wind speed in the Municipality is 150 km/hr. generally; Shinyanga Municipality is subjected to severe windy weather especially during the dry spell period during which whirlwinds occurs frequently.

1.8.3 Natural Vegetation

Natural Vegetation covers within the Municipality is typically of savannah type commonly known as Mbuga which is characterized with shrubs,

scattered trees and grass. This includes National Forest Reserves found in Lubaga settlement.

1.9 Physical features

Shinyanga Municipal Council has an area of 548 square kilometers. The topographical area is flat lowland with small hills in the West and North West. The district has a gentle slope in the South, East and in the North. The Municipality area is divided into two main parts, the urban proper covering 25 square kilometers and the rural area with 523 square kilometers. The rural part of the district covers 95.4 percent of the total land area while the urban proper covers the remaining 4.6 percent. Total land area suitable for agriculture and livestock keeping is estimated to be 300 sq. kilometers. Conserved natural vegetation (Ngitiri) covers an area of 148.1 hectares. The remaining area consists of rocks, valleys, and land unsuitable for cultivation and livestock keeping. The council has 5 seasonal rivers namely Nhumbu, Kidalu, Mwamalili, Ndembezi and Ning'wa and 850 hectares suitable for irrigation in the Municipal council.

1.10 The mandate of the Council

Shinyanga Municipal council was established in accordance with the Local Government Act No. 8 of 1982 as per Article 145 and 146 of the Constitution of the United Republic of Tanzania of 1977. It acquired municipal Status in 2000, the Council is among 6 councils which form Shinyanga region and it is the seat of the regional government. Other councils are Shinyanga Rural, Kishapu District, Kahama Town Council, Ushetu, and Msalala. The core mandatory functions of Shinyanga Municipal Council based on the act of establishment are:-

- To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction.
- To promote the social welfare and economic well-being of all persons within its area of jurisdiction.
- Mainstreaming National policy and plans for rural and urban development, to ensure effective and equitable delivery of qualitative and quantitative services to the people within the Council's areas of jurisdiction.

- In addition to the basic functions of Shinyanga Municipal Council, other functions of the Council are as follows: [Refer, Part V of the Local Government Authorities Act 1982].
- To formulate, coordinate and supervise the implementation of all plans for economic, industrial and social development in the Council.
- To Monitor and control the performance of duties and functions of the council and its staff.
- To ensure the collection and proper utilization of the revenues of the council
- To make by-laws applicable throughout the Municipality area of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction.
- To ensure regulation and coordination of development plans, projects and programmes of villages and Mitaa authorities within the Council.
- To regulate and monitor the collection and utilization of revenue of village councils and township authorities.

1.11 Approach and Process of the Strategic Plan

Collaborative planning approach was used during the preparation of this strategic plan for Shinyanga Municipal Council which included various participatory techniques. The council formed a task force that involved the Management team of the Municipal council, Head of departments and sections. In building inclusiveness of the technical team five days workshop was conducted to provide training on strategic planning process to Municipal Council's technical team (Heads of Departments, and Sections). The training commenced on 20th to 24th February, 2018. The main aim of the training was building capacity to all staff and management team to become knowledgeable with strategic planning process to enhance fully participation during planning process. The plan has taken into account the Tanzania National Development Vision (2025), The Tanzania Long Term Perspective Plan (LTPP, 2011/2012-2025/2026). Tanzania Five Years Development Plan 2016/2017- 2020/2021 (FYP II), ruling Party (CCM) manifesto 2015, Tanzania Mini- Tiger Plan, Tanzania Open Government Partnership (OGP): Third National Action Plan 2016/2017 - 2017/2018, Sustainable

Development Goals (SDGs), Agenda 2063: The Africa We Want and sectoral policies and other national policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget).

1.12: The strategic Plan Layout

The reviewed 2018/2019-2022/2023 strategic plan for Shinyanga Municipal council consists of Five Chapters. Chapter one presents background information and mandate of the municipal council, chapter two provide information on situation analysis of the council, chapter three presents performance review on the implementation of the previous 2014/2015-2018/2019 strategic plan, chapter four presents the plan where the vision, mission, strategic objectives and strategic plan matrix has been provided; and Chapter five describe the implementation, monitoring, evaluation, plan review, internal and external reporting plan.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents the internal and external situational analysis report of the Shinyanga Municipal Council. The analysis of internal environment for the council, involved the comprehensive data collection and analysis of the service areas which entailed the determinant major functions, contemporary capacity (performance) in service delivery and issues of major concern affecting specific departments and units/sections. During situational analysis, the Municipal council's management team had a hard look at the council itself and its external environment which it is operating under. Thus, this chapter provides the stakeholders analysis report and report on Strengths, Weaknesses, Opportunities and Challenges. The analysis of external environment involved an overview of National policies, National Visions, National strategies and National initiatives. It also involved the analysis of International targets, Agenda and Conventions which the Nation has agreed upon hence has a bearing on operations of the Shinyanga Municipal council. The chapter winds up by providing performance review on the implementation of the previous strategic plan of 2012/2013 - 2017/2018.

2.2 The Analysis of Internal Environment

2.2.1 Human Resource Management and Administration

Human Resource is a very critical aspect in any organization, Shinyanga Municipal Council inclusive. In order to have effective management of an organization, human resources is considered as a critical component in the success of any public and private organization. Good management of human resources in an organization led to increase motivation and morally among employees, and hence improve performance and productivity of the respective organization.

The major functions of Human resources department is to build direct communication channels and support honest and quick information flow, identifies the training needs and Development, Creating conducive working environment, constructing a friendly corporate culture and drive

engagement of all employees, recruitment and selection, performance appraisal, employee welfare and motivation, Addressing employees grievances, implementing organizational policies and maintaining labor management relations, to conduct human resource planning, to keep and control employee records.

Thus, the department is a tool of promoting good governance implies and requires adherence to principles of democracy and the rule of law, openness and transparency in the running of day-to-day activities of the council. In achieving its functions, the human resource and administration management has the following roles:

- To advise and council Director on the correct approaches of implementing human resources policies and procedures and solving specific human resources problems.
- To maintain a healthy organization by using various indices such as absenteeism, production efficiency, accident indices, labor turnover, complaints and grievances.
- To design human resources procedures and services that ensure standardized humane treatment for all employees in the whole organization. Such procedures and services include schemes of service, recruitment procedures, interviewing, and testing of new employees, induction or orientation programs, designing training programs and retooling, salaries, and employees benefit programs.
- To co-ordination and to translate of the implementation of personnel policies. This task involves discussions with managers, inspection, interviewing, and staff auditing in the organization.
- Plan for the recruitment, transfers, recategorization, promotions, confirmation, demotions, and retirement benefits.
- To capacity Open performance Review Appraisal System (OPRAS)
- To prepare training and development of employees in order to ensure the right match between job demands and employees' performance capabilities including Career development.
- To manage employee relations in the workplace i.e. industrial relations, employee participation and communication.
- disciplining, maintenance of quality of working life

- Advising management about rules and regulations that affecting employees
- To co- ordinate between higher and lower level to the various staff WEOs, MEOs and VEOs including Village chairpersons.

2.2.2.1 Current staffing level

Currently the council has total of 1,516 staff. This staff available to implement the strategic objectives and strategies outlined in this plan. This total number of staff is far short as per planned in the previous strategic plan required was 1791. There is a shortage of staff in some sectors that had adversely affected service delivery. The departments that are grossly understaffed include secondary education, Urban Development and Environment Management, and Water Supply and Sanitation/Sewerage. In this respect additional staff will therefore need to be recruited to fill all vacant positions if the objectives outlined in this strategic plan are to be achieved. The following table below gives a summary of establishment in the council. There is a shortage of staff in some sectors that had adversely affected service delivery thus was due to ghost workers and fake certificate total 75 employees. In financial year 2018/2019 the Department planned to recruit 598 employees.

On training: Training professional development and mentoring activities will be developed for employees to help achieve career aspirations within SMC by provide long courses and short courses from 112 to 520 employees where by individuals are sponsored by private or HELSB also short courses where by individuals are sponsored by the council. On retention: is done through provide working facilities and good working environments such as local network, laptops, office furniture's, air conditions and HoDs houses. Tshs 42 million was used to install Local network, TZS.75 million were used to purchase office furniture. On human resources planning: Assess SMC's needs by identifying key positions; identify employee's knowledge, skills, abilities required to provide public service in which 1516 employees provide these services to the community level. Industrial relations: Solving employee's grievances using grievance Handling Unit, translating different circulars and public regulation scheme. Department are register 32 complains and is resolved also 2 council workers meetings were conducted annually. Service delivery to the community is done through 11 WEO, 11

VEO, and 23 MEOs to the grassroots level. To improve services deliverance, 34 service client charters were distributed to the Ward, and some of Mtaa offices.

2.2.2 Agriculture Irrigation and Cooperative

Agriculture department in Shinyanga Municipality is divided into three sections namely agriculture section with total number of 16 staffs, Irrigation section 1 staff and Cooperative section with one staff. Total land area suitable for crops cultivation and livestock keeping is estimated to be 300 square kilometers. Conserved natural vegetation (Ngitiri) covers an area of 148.1 hectares. The remaining area consists of rocks, valleys, and land unsuitable for cultivation and livestock keeping. Agriculture, irrigation and cooperative department has total number of 17 staffs (5 female and 12 male) in which 3 agriculture officers and 1 agro engineer located at head quarter, 7 field officers and 1 agriculture officer is at ward level and 2 agro officers and 3 field officers are in village level. According to national agriculture policy, each wards and village must have extension officers. Shinyanga Municipal council has 17 Wards and 17 Villages which requires total number of 34 staffs therefore the council has deficit of 20 agriculture staffs including 2 cooperative officers. The major food crops grown in the Municipality include maize, Sorghum, paddy bulrush millet, sweet potatoes, legumes and cassava while cash crops are cotton, and sunflower. The council has 5 seasonal rivers namely Nhumbu, Kidaru, Mwamalili, Ndembezi and Ning'wa and 2,224 hectares are suitable for irrigation of paddy production and 300 ha for irrigation of horticulture crops. The core functions of agriculture department are as follows:

- Provide quality education to the farmers on advanced and local technology of food storage for future use
- To monitor and evaluate Agricultural Projects implemented by the Council
- Prepare monthly, quarterly and annual report and submit to different regulatory
- To collect agromemeteological data from different weather stations (Kambarage and Ibadakuli Airport) and translate them to the farmers according to crops requirements.
- Collection of Agriculture market data and submit them to the required authorities

- Collaboration with NGOs and other organization in implementation of agricultural activities within Municipality.
- To facilitate village and ward committees in planning Agriculture development programs
- To compile LGAs' Agriculture implementations reports.
- Encouraging cooperative unions and private sector to establishing agro processing industries
- Implementation of ruling party manifesto (CCM) through agriculture sphere.

2.2.2.1 Crop Cultivation

Agriculture sector provide employment of about 75% of the total population in Shinyanga Municipality. The major food crops grown in the Municipality include maize, Sorghum, paddy bulrush millet, sweet potatoes, legumes and cassava while cash crops are cotton and sunflower. Total land area suitable for agriculture and livestock keeping is estimated to be 300 square kilometers. In existing situation it is estimated that about 250 square kilometers are used for crops cultivation and livestock keeping this is due to the fact that most of areas surveyed plots which encourage people to construct houses. Agricultural production for the year 2012 to 2017 is shown in the table below.

Table 6: Major Crop's productions for the Period 2012/2013 to 2016/2017

Crop	2012/2013		2013/2014		2014/2015		2015/2016		2016/2017	
	Ha	Ton	Ha	Ton	Ha	Ton	Ha	Ton	Ha	Ton
Cotton	404	601	219	265	1728	2073	982.7	1474	613	919
Sorghum	976	1,952	4,000	2,800	839	1,007	839.4	1007.3	3,026	2,949
Bulrush millet	511	613	1,560	1,102	2,957	8,936	2502.9	1752	2,024	1,921
Paddy	1,325	5,168	2,913	3,127	5,957	8,936	5957	8936.0	2,903	3,654
Sweet potatoes	1,810	6,221	3,670	59,087	3,122	9,161	5652.1	11304.1	2,901	2,991
Cassava	112	269	1,045	1,092	825	1,014	479.0	958	647	960

Crop	2012/2013		2013/2014		2014/2015		2015/2016		2016/2017	
	Ha	Ton	Ha	Ton	Ha	Ton	Ha	Ton	Ha	Ton
Maize	2,116	5,290	831	706	1,196	2,391	2391	100.0	1,106	1,081
Sunflower	201	232	312	290	139	174	436	305	1,587	1,002

Source: Shinyanga Municipal Council 2017

In line with the government policy to involve the private sector in her national development efforts, Shinyanga Municipal council is collaborating with both the public and private institutions. The council is working with district and regional development programmes, CBOs, FBOs, NGO's and financial institutions. These are summarized in table 5 below. These institutions are not only partners in agricultural development but also potential spots for outsourcing facilitators, private extension service.

2.2.2.2 Cooperatives

Shinyanga Municipal Council has 8 AMCOS namely Uzogore, Chibe, Mwamalili, Kizumbi, Old Shinyanga, Mwagala, Bushola and Ibadakuli which consists of 254 members and has total number of 75 Saving and credit societies (SACCOS) which consists of 6225 members 2472 and 3753 women and men respectively. Meanwhile, Shinyanga Municipal cooperatives are self-driven in which consists of 201,147,250/= shares, 1,313,544,500.80/= savings and 8,509,424.10/= deposit. Up to September 2017, saving and credit societies had capability to credit a total of Tshs.1,898,167,472.00/=.

2.2.2.3 Irrigation

The Municipal council has two major rivers called Nhumbu and Kidaru which play a vital role in agriculture as they act as seasonal sources of water for paddy production in council. There are four proposed paddy irrigation schemes these includes Mwamashele (850ha), Mwamalili (724ha) lwelyangula (300ha) and Bugweto (350ha) having a total of 2,224 hectares potential for paddy production and 300 ha for horticultural crops namely vegetables (Cabbage, Tomatoes) and Fruits (Pawpaw and Orange). The irrigation schemes work under local area in which the maximum yield per ha is 2800kg.

2.2.3 Election

Elections at local government level are held after every five years; where Councillors and Village/Mitaa chairpersons for each respective area are elected by citizens at respective authorities. Village councils are elected by respective Villagers whose age is 18 years and above. The urban and district councils are made up of the members elected from each ward; one MPs representing the constituency within which the urban area is situated. Shinyanga Municipal Council has 17 electoral wards, 17 electoral villages and 55 electoral Mitaa..The Shinyanga Municipal Council electoral unit is entitled with supervising all political election, from Parliamentary, Ward councillors and Village/Mitaa Chairperson elections. Currently the unit has 2 supporting staff, the position for head of section is still open and the council has requested the central government to provide one.

This unit plays a central role in facilitating the democratic process in the Council. The unit ensures that Shinyanga Urban election process is administered effectively and that, as a result, the experience of voters and those standing for election is a positive one. The unit is basically responsible for overseeing and supervising all political election in the Council. The unit becomes very active during or near the election process, and become inactive when there are no election activities. The function of election unit includes:

Updating Voters registration book in the Council area, planning and allocating polling station in all eligible areas in the Council, providing all necessary training to all election stakeholders, publishing the notice of election and administering the election process, dissemination of Election materials such as vote ballots, ensuring that candidates and their agents comply with the requirements relating to the content of their election addresses. Ensure security during election campaign and complying with any directions issued by the National Electoral Commission (NEC).

2.2.4 Community Development Social Welfares and Youth

Community development, Social Welfare and Youth is among the sectors in Shinyanga Municipal council which deliver services to the community. It enables community members to formulate, plan, implement and monitor their own economic development activities and have sustainable development. Also imparting community development knowledge and skills,

gender equity and equality among different age and physical groups is the heart of the community development policy. The Council through community development department has a great role of facilitating its community within all wards by identifying their strength and capabilities in solving developmental problems. This is done in collaboration with private sectors under the motive of improving livelihood of the community by the use of scarce available resource.

Community development involves measures and efforts that enable people to recognize their own ability to identify their problems and use the available resources to solve their own problems, to bring about social change in order to improve their life standard, socially and economically. The main key responsibilities of the department of community development and youth department are: To sensitize community to implement various development projects; to coordinate and monitor activities of the Civil Societies (NGOs, CBOs & FBOs within Municipality; to sensitize women and youth to establish economic groups and raise income; to provide soft loans to the groups of women, youth and people with disabilities; to provide entrepreneurship training to the IGAs groups of women, youth and people with disabilities; to sensitize community to end violence against women and children; to provide basic needs and moral support to vulnerable groups/people.; to sensitize community to end norms, customs and believes that affects human development and to monitor and supervise women and youth economic groups to ensure sustainability of their projects and loan repayment.

Community Development, Social Welfare and Youth department has a total of 15 staffs in which 12 are Community Development Officers, One Social Welfare and (2) Youth Officers with enough skills to perform their duties effectively. The last recruitment took place in year 2015 whereby 5 new staff recruited; 4 females and 1 male staff. Additionally, 3 staff attended training courses on community development at Tengeru, Rungemba and Buhare that help to improve work performance. However, this department requires more 9 Assistance Community Development Officers (ACDOs) who will be located at Ward Executive Offices to provide services to the community at Ward level.

2.2.4.1 Community Development Section

In view of the above, during the life span of the previous strategic plan, the department through community development subsection has managed to provide training to 33 women's groups on entrepreneurship and business oriented so as to improve performance of their projects/activities and reduce poverty among community members. Tshs 127,766,000/= as soft loans were provided to those 33 women's groups in order to improve self-help projects and raise job creation.

The District has 19 Youth groups with one Youth SACCOs. Group members have trained on entrepreneurship and business oriented skills so as to improve performance of their income generating activities and reduce poverty among community. Soft loans amounted Tshs 97,100,000/= and Tshs 60,150,000/= was provided to those 19 Youth groups and a SACCOs respectively to improve self-help projects.

(i) Loan Payment and Repayment Situation

(a) Women Loan Payment and Repayment

Loan payment and repayment situation from Financial year 2012/2013 up to 2016/2017 financial year, the Municipal Council has given soft 77 Women groups of a total of **Tsh. 191,106,00.00** out of it Tshs **135,238,100** has been repaid and the outstanding balance is **54,667,900.00**

No	Financial Year	Names of Women 09Groups	Loan Payment TSH.	Loan Repayment TSH.	Unpaid Balance TSH.	Status
1	2012/2013	1. Furaha W.Group 2. Maendeleo Matanda 3. Amani sokoine 4.Umoja mwamala 5.Amani mshikamano 6.Majaribio W.Group 7.Mkulima W.Group 8.Badugu W.Group 9.Ujamaa 10.Umoja Ibadakuli 11.Ujamaa B 12.KIIHAMO 13.Jikwamue mama 14.Diambe 15.Shida na Raha	18,000,000.00	17,970,000.00	30,000.00	Follow ups is still being done to recover the unpaid amount

No	Financial Year	Names of Women 09Groups	Loan Payment TSH.	Loan Repayment TSH.	Unpaid Balance TSH.	Status
		16.Amani Mwamagunguli				
2	2013// 2014	1.Akina mama Upendo 2.Badugu W.Group 3.Mkulima W.Group 4. Amani Mwamagunguli 5.Diambe 6.KIIHAMO 7.Wanawake Mpela B 8. Mama lishe Mpela A 9.Amani sokoine 10.Ujamaa 11.Umoja Ibadakuli 12.Tupendane Bugweto	15,500,000.00	15,500,000.00	0	All the amount has been repaid
3	2014/ 2015	1.Majaribio W.Group 2.Maendeleo matanda 3.Ujamaa Ndembez 'B' 4.Nguvu za Kazi 5.Wanawake Mpela B 6.Mama lishe Mpela A 7.Furaha W.Group 8.Upendo W.Group 9.Akina mama Upendo 10.Amani - Mwamagunguli Kolando 11.Ujamaa A 12.Umoja 13.Badugu 14.Muongano 15.Furaha na upendo A 16.Tupendane Bugweto	30,000,000.00	28,441,000.00	1,559,000.00	Follow ups is still being done to recover the unpaid amount
4	2015 /2016	1. Badugu 2.Akina mama Upendo B' 3.Umoja 4.Muongano W 5.Wanawake Mpela B 6.Mama lishe Mpela A 7.Ujamaa 'C' 8.Mafanikio Bugweto 9.Amani W	25,000,000.00	25,000,000.00	0	All the amount has been repaid

No	Financial Year	Names of Women 09Groups	Loan Payment TSH.	Loan Repayment TSH.	Unpaid Balance TSH.	Status
5	2016/2017	1.Amani Sokoine 2.Ujamaa 'A' 3.Kwaya Mkapa 4.Tunaweza 5.Tujitegemee Mkapa 6.Maendeleo Matanda 7.Amani Mwanagunguli 8.Mkulima Negezi 9.Furaha 10.Muongano 11.Umoja kazi 12.Umoja 13.Mafanikio Bugweto 14.Wanawake na Maendeleo 15.Mafanikio Ndembezi 16.Amani 17.Zawadi 18.Tuinuane 19.Badugu 20.Twiambilije 21.Upendo 22.Nguvu kazi wakulima 23.Mama lishe 'B' 24.SHIBA	102,606,000.00	32,527,100	53,078,900	These groups is still continuing to repay
Total		77 groups	191,106,00.00	135,238,100	54,667,900.00	

(b) Youth Group Loan Payment and Repayment

Loan payment and repayment situation from Financial year 2012/2013 up to 2016/2017 financial year, the Municipal Council has given soft loans to 39 youth groups of a total of **Tshs 205,413,200**, out of it Tshs **128,166,300/=** has been repaid and the outstanding balance is **Tshs 77,246,900/=**.

N o.	Financial Year	Names of Youth Groups	Loan Payment TSH	Loan Repayment TSH	Unpaid Balance	Status
1	2012/2013	1. Tugeme 2. Umoja 3. VijanaPamoja Daima	9,000,000	4,758,300	4,241,700	Follow ups is still being done to recover the

N o.	Financial Year	Names of Youth Groups	Loan Payment TSH	Loan Repayment TSH	Unpaid Balance	Status
						unpaid amount
2	2013// 2014	1. Kivika 2. AMC 3. Nkomo 4. Umaki 5. Naomy Tailoring 6. Tumaini 7. Svunka	15,000,000	10,576,000	4,424,000	Follow ups is still being done to recover the unpaid amount
3	2014/ 2015	1. Vijana Jitegemee 2. Ujamaa Ndembezi 3. Ujamaa songa mbele 4. Kimaki 'C' 5. Wajasiriamali lhapa 6. Wapendanao 7. Ndembezi Upendo 8. Balimi 9. Esfema	22,000,000	10,962,500	11,037,500	Follow ups is still being done to recover the unpaid amount
4	2015/ 2016	1. Sraper 2. Kimaki "B"	3,200,000	3,200,000	-	All the amount has been repaid
5	2016/ 2017	1. Kimaki "A" 2. Wajasiriamali 3. Kimaki "C" 4. Jikomboe 5. Nzua mkende 6. Wapambanaji Butengwa 7. Zawadi vijana	159,410,000	118,669,500	60,740,497	These groups is still continuing to repay

N o.	Financial Year	Names of Youth Groups	Loan Payment TSH	Loan Repayment TSH	Unpaid Balance	Status
		8. Vijana saccos 9. Scraper groups 10. Hazina 11. Vijana wachapakazi 12. Vijana pamoja Daima 13. Wazalendo 14. Nguvu ya Vijana 15. Agape 16. Vijana Wakulima 17. Vijana foam 18. Vijana na Maendeleo				
Total		39 groups	205,413,200	128,166,300	77,246,900	

The dominant challenges facing loan payment are : Delay to repay the Loan given to youth and women groups, escaping and nowhere to be seen in order to make repayment of loan for some groups, a death which makes some of the groups not to meet repayment; lack of market for selling of produced goods which in turn enables to make repayment of loan; lack of transport to make follow up of repayment particularly to Loan officers from Municipal head office; high demand of loan seekers comparing to 10 % of own source allocated in the budget to provide loans.

(ii) HIV/AIDS, NGOs and CBOs

6 NGOs recognized and 5 CBOs registered. Whereby several social - economic services provided to the communities at Ward level includes human rights, entrepreneurship training, paralegal aid, HIV and AIDS awareness. A total of 62 Civil Society Organizations (CSOs) located and operated within Municipality. 5 People Living with HIV and Aids (PLHA) groups provided with grants worth Tshs 2,500,000. 10100 Most Vulnerable Children identified and 170 Most Vulnerable Children (MVC) who are living with HIVs supported with school fees, education materials and nutritious.

2.2.4.2 Social Welfare Section

Community at Ward levels sensitized on various issues including human rights, gender, women empowerment during commemorations of International AIDS day, Women's day, Family day and Africa Child day that coordinated yearly. Quarterly meetings with Civil Societies conducted and discussed on the progress, challenges and measures to be taken in order to provide sustainable quality services to the community yearly. 20 Civil Society Organizations CSOs meetings conducted and reported about TOMSHA and plans implemented in quarterly and annually basis yearly. Not only that, 27 children victims of gender based violence provided with emergency services, and a total of 367 people with disabilities were identified in which 192 are males and 175 females. Moreover, 11,432 elders were identified from 2016 to 2017, whereby 3,925 are males and 7, 0507 are females.

2.2.5 Primary Education

Primary Education department is among 19 Departments in Shinyanga Municipal Council working closer to the community in implementing activities intend to attain the peoples welfare and livelihoods improvement; to promote the use of available resources and other opportunities and to alleviate poverty within their surroundings. Shinyanga Municipal council has 59 pre and primary schools out of these 48 are public schools and 9 private primary schools, all these schools are within 17 wards. Primary Education Department is divided into five sections namely Primary Education Administrations, Primary Education operations, Adult Education, Sport and Grounds and Cultural Office. The Primary Education department has the responsibilities: To ensure effective implementation of the various national seculars issued by the Ministry of education; To enforce the implementation of the education Act and Regulations made under it in the Municipality; To oversee the progress and expansion of education in schools and Adult Education Centers; To safeguard the welfare of teachers and pupils; To administer and supervise examinations conducted by the Ministry; To liaise with various Education institutions in the Municipality and out of it; To monitor the implementation of school inspection reports; To collect and furnish education statistics regularly within and outside the Municipality; To urge and coordinate the construction and rehabilitation of school buildings and teacher houses; To ensure the availability and equitable distribution of

teachers, teaching/learning materials and equipments; To ensure that funds allocated for education purposes in the Municipality are used for the purpose for which they are intended; To supervise teaching and learning activities to public and private pre and primary schools through visiting in order to provide high quality education; To ensure proper implementation of education policies; To ensure proper use of fund disbursed to schools from ministry of finance; To ensure correct statistics of infrastructures and furniture's from schools; To ensure quality construction of school infrastructures and procurement of furniture's; To ensure availability of teaching and learning materials in pre and primary schools; To ensure proper enrollment of pre and primary school pupils; To ensure proper Teacher pupils Ratio to our schools; To administer cross cutting issue (HIV and AIDS, corruption, environment and Gender sensitivity) within primary schools; To ensure sports and games are conducted to all primary schools according to time table given, implemented to grounds and participate UMITASHUMITA games from school level up to national level; To insist use of ICT in municipal public and private pre and primary schools. Primary education has 639 teachers, but it requires 904 teachers this leads to the shortage of 265 teachers.

Table 7: Number of staff by education level

Level	Gender		Total
	Male	Female	
Certificate	132	388	520
Diploma	16	59	75
Degree	10	28	38
Masters	03	03	06
Total	161	478	639

Source: Shinyanga Municipal Council, Primary Education 2017

Shinyanga municipal council has 48 pre and primary schools having 39,987 (boys 19938 and girls 20049) this is for public pre and primary schools in 2018, while in 2017 those public pre and primary school had 39,331 Pupils, indicates that there is an increase of enrolment of pupils in schools because of free Primary and Secondary education programme.

(i) School Infrastructures

There are shortage of 406 classrooms to public pre and primary schools which resulted due to increase of standard one enrollment from 2016 since

free education implemented, resulted to shortage of pit latrines for students (510 boys and 681 girls), shortage of 810 teachers houses. Moreover, since there is an increase of enrollment for pupils in public pre and primary schools the situation has resulted to the deficit of 381 desks. The Primary Education Department has 473 classrooms, 88 Teachers houses, 226 pit latrines for boys and 241 for girls, 12619 desks, 34 school with drinking water, and only 10 schools with electricity. Also has 60 Teachers offices and 45 play grounds.

Table 8: Infrastructures and school furniture's

No.	Type	Requirement	Available	Deficit	% of Deficit
1	Classrooms	879	473	406	46
2	Teachers houses	898	88	810	90
3	Pit latrines (Boys)	736	226	510	69
4	Pit latrines (Girls)	922	241	681	74
5	Desks	13,000	12,619	381	03
6	Schools with drinking water	48	34	14	29
7	Schools with Electricity	48	10	38	79
8	Teachers office	96	60	36	38
9	Schools with Playing Grounds	48	44	4	8

Data source: TSAs, and TSMs 2017

(ii) Pass rate for Standard Four National Assessments (SFNA) and Primary School Leaving Examination (PSLE)

In standard seven examinations, 2,854 pupils (**74.01%**) out of 3,856 pupils sat for Standard seven national examinations passed and selected join secondary school in 2017. Not only that, 4,279 pupils sat for Standard four National Assessment examinations and pupils (**93.5%**) passed and qualified to join standard five.

2.2.6 Secondary Education

Secondary education department was established in May 2009 as the result of mushrooming secondary school throughout the country. Its main functions are, supervise teaching and learning activities to all secondary schools in order to ensure provision of quality education, ensure proper implementation of education policies and seculars and to ensure quality

construction of school infrastructures. Others are to ensure and maintain good governance, social welfare and address cross cutting issues. The council has 25 secondary schools among them 17 are public schools while 08 are private schools owned by religious organizations and individual persons. There are 2 Advanced level secondary schools of which one is public and another is private school. The council has 10,487 students for both public and private schools whereby 5,326 are boys and 5,161. Public secondary school has 8,573 whereby boys are 4372 and 4200 girls while private schools have 1914 whereby boys are 953 and girls are 961. Currently, secondary education department has 3 Education Officers included Municipal Secondary Education Officers (MSEO) who is Head of Department, Municipal Secondary Academic Officers (MSAO) and Secondary Education Statistics and Logistic Officers (SLO). There are also 453 teachers including 192 female and 261 male in public schools. Among 453 teachers science and mathematics are 108 and 345 are social science (arts, commercial and business subject) teachers. The department has shortage of 28 science and mathematics teachers while in social science subjects there is excess of 63 teachers.

(i) School Infrastructures

Free education for public primary and secondary schools from 2015 has brought the shortage of following infrastructures: 50 classrooms, pit latrines (74 boys and 101 girls), 420 teachers' houses, 4 dormitories for A level students, 27 science laboratories and 1 dining hall. Also, there is deficit in furniture's both desks and chairs (1189 desks and 1323 chairs).

Table 9: Existing Infrastructure

No.	Type	Required	Available	Shortage
1.	Classrooms	253	203	50
2.	Laboratories	51	24	27
3.	Toilets-Boys	179	105	74
4.	Toilets-Girls	221	120	101
5.	Teachers' House	453	33	420
6.	Dormitories	06	02	04
7.	Desks	8573	7552	1189
8.	Chairs	8573	7400	1323

Source: Shinyanga Municipal Council Secondary Education Department 2018

(i) Performance status for National Examinations (FTNA, CSEE and ACSEE)

There is improvement in result of form two, four and six national examinations respectively. Based on the 2017 results, in FTNA 2353 out of 2479 who sat for examination which is **95%** of the students passed and qualified to join form three, whereas for in CSEE 1340 out of 1715 who sat the examination equal to **78%** passed and in ACSEE 84 out of 88 who sat examination which is **95%** passed

2.2.7: Health

Health is central to human wellbeing and happiness as it has important contribution to economic progress, as healthy populations live longer, are more productive and saves more. Health department deals with ensuring health and social wellbeing of the community in the council and is maintained all the time through provision of high quality, accessible and affordable services. Curative and preventive sections. Specifically, health department is responsible in : provision of the Health education to the community e.g family planning, nutrition, HIV prevention, within 17 wards of Shinyanga Municipal; immunization to under five children and pregnant women in 17 health facilities, HIV testing and counseling services to pregnant mothers and other patients (PMTCT, PITC, VCT) in 21 health facilities; HIV early infant diagnosis services and health data collection through HMIS; Care and treatment services to 13 health facilities; Treatment of sexually transmitted diseases in 17 health facilities; Voluntary medical male circumcision services; Integrated outreach services (Family planning, immunization to under five children), Labour and delivery services in 18 health facilities and comprehensive supportive supervision to all 33 health facilities. For smooth delivery of health services the department is divided into two sections, namely:

(a) Curative Section

This section deals with provision of good health services in the community, early proper diagnosis, investigation and treatment of patient. Also, this section is responsible with making facilitative and supportive supervisions, regular inspection of part A (Small commercial drug shop) and part B (Pharmacy), planning and implementation of various health programmes and projects within the council, preparation of annual budget for both

development and recurrent expenditures, reproductive and child health facilities and as well as guide disciplinary actions and ethics regulations to staff. Health department has 51 personnel's (human resources) with mixed skills and knowledge. In Shinyanga municipality, there are 33 health facilities, which includes two hospitals, two health centers, one dental clinic, one stand- alone VCT centre and 27 dispensaries. Among these health facilities, ten are owned by the government (public owned), four are owned by Faith Based Organizations (FBOs), other four by Parastatal Organizations and the rest 19 by private firms. The section has planned for human resource development. The curative section has planned to strengthen health services by construction 10 health facilities and rehabilitation in order to improve and increase coverage of health services in the community.

(b). Preventive Section

Health preventive sections deals with control of environment and sanitation within the municipal council, provision of health education to community members, control of communicable diseases and occurring of out-break diseases like Cholera, Ebola, Swine, Fiver, malaria and Meningitis. This section is also responsible for the enforcement of public health by-laws, Inspection of Food and other business premises within Shinyanga municipality.

Table 10: Important Primary Health Status 2017

Indicator	No of death in health facilities	No of death in the community	Total no of deaths	Rate	
				District	National
Maternal mortality rate	30	0	30	325	450
Neonatal deaths rate	133	0	133	14	26
Infant mortality rate	157	0	157	17	51
Under five mortality rate	223	0	223	24	81
Total	543	0	543	380	608

Source: HMIS, 2017

(i) Vital Health Indicator

Maternal mortality rate is very high because most of the pregnant women failed to follow the safety procedure and prescription given by a doctor; most of them are coming to the health facilities very late. Some of health care

workers have no skills to handle deliveries that have undergoing complications and some health facilities have no adequate supplies and medicine. In this plan the council has planning to conduct training to nurses and clinicians based on management of emergence obstetric within the council. Also to conduct community awareness on the importance of early seeking of health services and supplying hospital supplies and medicines.

Table 11: Vital Health Indicator for the year 2017

Indicators	National	Region	Council
Total population main land	51,557,363	1,701,220	180176
Growth rate (%)	2.7	2.1	2.3
Births rate	4.6	7.1	5.3
Children 1 year	4	4	9
Children – 5 year	21	16.4	17.34
Women 15 – 49 year	18	20.5	26.3
Young people (10- 24)	32	29.42	44
Maternal mortality ratio	454	802	325
Perinatal mortality rate		32	37
Neonatal mortality rate	26	10	14
Infant mortality rate	51	12	17
Under five mortality	81	15	24
Number of elderly aged 60 + (1.4%)		59871	9865
Mv (10-12% of -18 year)		54602	6234
Permanent toilet		187,311	26,486

Source: HMIS, 2017

(ii) Top ten diseases

Malaria for children under five years and above five is leading in both by 50.1 percent, followed by intestinal worms for the underfive by 11 percent. The council has planned to procure more malaria medicine for patients and to distribute insect side treated nets to pregnant and under five children and to sensitize the community in infection prevention for water borne diseases.

Table 12: Top ten Diseases in the Council for the year 2017 .

No.	Diagnosis	5-years			5-years		
		Male	Female	Total	Male	Female	Total
1	Malaria	3758	3848	7606	10230	12648	22878
2	Intestinal worms	1053	1094	2147	2521	2574	5095
3	Skin diseases	1305	1304	2609	2274	2288	4562

4	Diarrhea disease	2176	2252	4428	1856	2357	4213
5	Pneumonia	1658	1802	3460	1498	1641	3139
6	Eye conditions	225	214	439	1218	1037	2255
7	Emergency surgical condition	294	260	554	1160	968	2128
8	Other std	156	183	339	739	684	1423
9	Dysentery	175	183	358	354	517	871
10	Acute Respiratory Infections (ARI)	10	0	0	0	0	10

Source: HMIS, 2017

(ii) Notifiable diseases

Malaria is the leading disease in the council as it is shown in the table 12 above. The council has planned to distribute treated nets to pregnant women, under five children and to supply reagents and medicine for treating malaria in health facilities. Intestinal worms is the second leading disease as shown in the table, it affects 5095 people in the council this is due to poor hygiene among the community such as poor hand washing practices, improper use of toilets, walking with bare feet and eating uncooked food. Community sensitization on proper use of toilets, hand washing practices and their likes has been conducted and it is a continuous process so as to eradicate the disease in the council.

Table 13: Notifiable Diseases 2017

No.	Diagnosis	Below 5			Above 5		
		M	F	Total	M	F	Total
1	Dysentery	175	183	358	354	517	871
2	Typhoid	66	62	128	331	397	728
3	Rabies animal bite	27	35	62	31	39	70
4	Measles	0	0	0	0	0	0
5	Acute flaccid	0	0	0	0	0	0
6	Malaria	3758	3848	7606	10230	12248	22878
7	Cholera	0	0	0	0	0	0
	Total			8154			24547

Source: HMIS, 2017

2.2.8: Livestock and Fisheries Development

The department of Livestock and Fisheries Development was established in 2012 through declaration of Prime Minister. Before that declaration, livestock and fisheries were the part of Agriculture department, known as Agriculture, livestock, and fisheries development. The aim of establishing

this department was to develop Livestock and Fisheries sectors so that, they can contribute significantly in regional and national economy. The department of livestock and fisheries development has the core functions of: to provide extension service to livestock keepers and fishermen about good husbandry practices including prevention and cure of livestock disease, proper nutrition, and proper Livestock and fishing housing, to conduct meat and fish inspection within Municipality; to disseminate useful livestock and Fisheries technologies from research institutions to the Livestock keepers and Fishermen; to improve livestock breed through cross-breeding and ensure livestock and fish markets; to prevent illegal fishing through inspection and promote fish farming within municipality, to construct and maintain livestock infrastructure such as Cattle dips, charcoal dams, slaughter slabs and abattoirs, and to co-operate with private sector to ensure availability of quality livestock and Fishery inputs. Currently the department has 32 staffs of which 17 are at ward level, 6 are working at slaughter house and slab, 2 are at village level, 5 livestock officers and one fishery officer are at head office. There is shortage of 17 staff at level of village, according to livestock policy each village should have extension officer in order to provide extension service to livestock keepers.

Table 14: Types of livestock in Shinyanga Municipal Council by the year 2017

No.	Types of Livestock	Total
1	Cattle	39,377
2	Goats	31,153
3	Sheeps	12,402
4	Chicken	74,258
5	Pigs	4,005
6	Rabbits	232
7	Dogs	3,832
8	Ducks	15,900

Source: Shinyanga Municipal Council Livestock and Fisheries Development, 2017

The average milk production for dairy cattle are about 8-12 litres per day, where the average live weight of mature beef cattle are 250kg. Most of cattle breeds found in Shinyanga municipal council are zebu type. Also we have two types breed of chicken, local and exotic breed most preferably layers and local breeds are mostly used for meat.

(i) Livestock market

Currently Shinyanga Municipal Council has only one livestock market that operates once per week. The average number of cattle entering to market per week is 1,500 while goat and Sheep are 800. The average price beef cattle for the year 2017 were Tsh 350,000 while the average price for Goat and Sheep was Tsh 35,000. The current market has no enough space to cope with increasing number of livestock. Therefore Shinyanga Municipal council has planned to establish two other livestock markets in order to cater needs of Livestock keepers and industries in general.

(ii) Livestock infrastructure

The council has different livestock infrastructure such as 7dips, 3charcoal dams, 6slaughter slab and house which are located in different ward. Slaughter slabs and houses are functioning but requires some minor rehabilitation and other infrastructures which are not working they require rehabilitation. These infrastructures has different condition as table 20 show's blow

Table 15: Livestock Infrastructure in the Council by the year 2017

No	Type of Infrastructure	Total	Working	Not Working
1	Dips	7	1	6
2	Charcoal Dam	3	0	3
3	slaughter slab	5	5	0
4	Slaughter house	1	1	0

Source: Livestock Department, 2017

(iii) Construction of Modern Abattoir

Since 2014, Shinyanga Municipal council started a project of constructing modern abattoir at Ndembezi ward that will have capacity of slaughtering about 100 cattle per day. This project is funded by World Bank under ULGSP Programme, with the aim to ensure availability of hygienic meat and as well as increasing council's revenue collections.

2.2.8 .1 Fishing Section

Fish farming is one of the economic activities done by people in Shinyanga Municipal Council through aquaculture, mostly raised species are African

catfish and Tilapia. By the year 2017, there were 27 fish ponds within the council with average 1000 fish per pound. The average fish production from aquaculture is 28ton per annual while the average fish price is 6,000 per kg. Existing National data and Statistics indicate decline trend of capture fisheries while demand of fish and fishery product is increasing. Therefore aquaculture development in our council is vital important to meet production gap.

2.2.9: Planning, Statistics and Monitoring

This is the department which deals with coordination of all activities related to planning, budgets, statistics, projects monitoring and evaluation in the Council. It also deals with dissemination of different kind of reports as reported from other department, units and other lower local government sections in the Council. The Department is subject to the Council director and is under the direct supervision of the head of department. The department has six staffs of which one Head of department, two Economists and three Statisticians, with one vacant positions of supporting staff. The department is mandated to perform the key functions: to coordinates all functions and responsibility related to planning, budgeting and preparing action plan as well as translating budget directives from central government for implementation of budget related activities in the Council. This department links council with the central government Ministries, and other development agencies in matters related to budgets and planning activities.

On statistical issues the department collaborates with other Council departments, and other stakeholders like National Bureau of statistics (NBS), NGOs, and others in the collection, compilation, analysis and publication of statistical records related to those departments, and other stakeholders. Through this department, the Council disseminates statistical information to all political parties and organs that requires such information. The department is mandated also with the function to advice the Council in all matters of policy related to statistics.

On monitoring issues the department is responsible for coordinating all activities related to monitoring, evaluation, and reporting on the status of development activities in the Council. Monitoring and evaluation is done to all development and operational activities of the Council. The status of

implementation reports are prepared and submitted to responsible Council committee for approval, thereafter final progress report are submitted to the central government as well as other stakeholders for scrutinisation and further action. Other functions of the department are: developing Council Plans and Budgets through MTEF, implementing Council Plans and Budgets, monitoring Implementation of Council Plans and Budgets, creating and updating Council statistics, collecting data and statistics for various analyses, report writing and publication; and conducting research on improving various development undertakings

(i) Planning and Budgeting

Planning and budgeting is done following the Guidelines for the preparation of LGAs' Medium Term Plans and Budgets' issued by PORALG. These guidelines reflect and interpretation of the national plan and budget guidelines issued annually. The department prepares plans and budgets in a participatory manner from the grassroots level to the council level where finance committee and full council approves then has to be submitted to RAS for Regional Consultation Committee for scrutiny and finally submitted to PORALG and Ministry of Finance.

(ii) Monitoring and Evaluation

The department is also responsible for monitoring and supervision of council's development projects at ward and village levels. This is done quarterly and the reports are prepared and submitted to Finance committee for discussions on the implementation of the plans and budget and status of the projects. For some of projects which are financed jointly by council and citizens, the citizens become part of monitoring of implementation of the project. Since they have been part of the project from the identification to implementation, also since they know the financing of the project in terms of source, amount and timing of the disbursements, it is easier to follow the development of implementation

(iii). Project management and proposal write up

The department managed to write 5 proposals which are the construction of Modern Abattoir, Modern Market-Kambarage, Construction of a new Bus stand at Kizumbi, Recreation of Children reservation area, Construction of Pencil Industry of which construction of modern abattoir is implemented and

the project is on progress. The department is also responsible for conducting feasibility study before implementation of projects that needs feasibility study to be done. In financial year 2016/17 this department managed to do one feasibility study based on the construction of Modern Market, of Kambarage in Shinyanga Municipality. Moreover, the department offers training and Workshop to all other departments or sections and lower levels basically on Planning and Budget, M& E, Implementation reports and Data collection and Planrep- for departmental levels.

2.2.10: Beekeeping and Natural Resources

Beekeeping is one of the economic activities done by people in Shinyanga Municipal Council though it's not among the councils in Tanzania with high honey and bee-wax production. Beekeeping offers an easy possibility for the poor and landless farmers to gain income as it requires minimal start up investment and area. In addition to the direct income from bee products, beekeeping generates off-farm employment opportunities in many fields including hive carpentry, honey trading and bee-based micro-enterprises. Beekeeping also supports agricultural production, forestry, and maintenance of biodiversity and natural resources through pollination services. Thus, if well addressed and managed, farmers and others can make the most of the potential of beekeeping to provide income for families and communities and to contribute to rural development in general. This department having two subsections namely Beekeeping and Natural Resources. By March 2017, the department had three staffs, two who are Foresters with the knowledge of beekeeping and one is only a forester. In Shinyanga Municipal Council there is one forest reserve known as Mwantini Forest Reserve which is shared with Shinyanga District Council. The forest has 4,100 Ha basically it is owned by the Central Government. The forest is suppressed by encroachers who do farming and cattle herding. Other forests are minor forests found in Mwamalili Ward and a plantation forest of Ibadakuli Dam.

Core functions of the Department include: to educate community members on good beekeeping methods, coordinate various Beekeeping activities, protect and preserve beekeeping resources, collect various data related to Beekeeping, establish beekeeping apiaries, enforce the Beekeeping Act, of 2002, and implement all Beekeeping directives indicated in the CCM Manifesto and prepare reports within the council. With respect to forest the

department is responsible to coordinate forests management activities, educate the community on forest protection, management of tree planting in the Municipal Council, collect the forestry data, enforce the Forest Act of 2004, coordinate patrols against illegal forests harvesters and other Natural Resources products, implement all-Natural Resources directives indicated in the CCM Manifesto revenue collection and prepare reports within the council.

Generally, the existing situation shows that management is done, sensitization on tree planting was conducted in 17 wards together with the enforcement of the forest Act. Rare patrols are done and revenue collection is ongoing. In addition, the council has a special campaign of tree planting started on September 2017 and our motto is “Shinyanga Mpya, Mti Kwanza” which is “New Shinyanga, Tree First”. Shinyanga Municipality has potential areas for beekeeping industry as there are fodder plants which are more useful for honey harvesting. Fodder plants are plants which provide nectar and pollen for the bees to survive. These are different trees and shrubs like *Acacia* spp. which are in abundant, other agricultural trees and plants like Mangos (*Mangifera indica*), Sunflower (*Helianthus annuus*), Sisal (*Agave sisalana*), Orange trees (*Citrus cinensis*), Lemon (*Citrus limon*), Guavas (*Psidium Guajava*).

Sensitization is also done through public meetings while trainings are done by inviting several groups formed in the Municipality. Also brochures are used to spread different information about beekeeping. Under Beekeeping subsection, 43 beekeeping groups have been formed and 500 people trained on modern beekeeping. Since December 2017 the beekeeping groups and the individuals have constructed 232 hives which produce 1,435kg of honey and 95kg of beeswax per year. The duty of beekeeping management is going on together with law enforcement.

2.2.11: Legal

This unit is one among six units and thirteen departments in the council whose major functions is to provide legal interpretation and advices to the council's senior management with regard to signing of contracts, adherence to National laws, rules and regulations, and legislation and enforcement of council's by-laws and for the sake of achieving democracy, good

governance and development for the council's Community. The core functions and roles of the unit are; provision of legal interpretation and advice to council senior management with regard to contracts, council regulatory requirements, intellectual property or other business affairs for the purpose of achieving good governance. The unit oversees all activities of the council's legal affairs, administering council's cases in various courts in Tanzania, helps in settling various disputes which do not need courts settlement, networking with outside organizations to advance legal interests and legal health of the council, leads the formulation and adherence of the council by-laws, and providing the society with legal education. By March 2018, the Council's Legal unit has one staff authorized to practice in the public service and another staff trained in law but yet to acquire the necessary qualifications to practice law in the public service. The legal service unit is open to the public and is destined at facilitating the council and its people to adhere and apprehend the rule of law and maintenance of peace for sustainable development based on industrialization.

Currently the unit is charged with the duty of representing the council in the court of law; this is performed by appearance before the courts and preparation of legal documents including evidences to answer different charges or for prosecution against defaulters. For example in the 1st quarter of the year 2017/18, there were 16 cases in different courts in which four cases were decided and 12 were not yet decided. Among other matters attended in courts are land disputes which were caused by the Town Planning department during land planning whereby in some cases land were taken without compensation. In other cases, there were multiple land allocations where Title deeds were issued to more than one person.

Also, the Unit has managed to coordinate 17 ward Tribunals scattered all over the area of the municipality and two by-laws; namely The Shinyanga Municipal Council (Fees and Charges)(Amendments) by-laws, 2018 and The Shinyanga Municipal Council (Hotel and Guest House Levy) by-laws, 2018 were drafted and disseminated.

Apart from the above through its solicitor is vested by the Public Procurement Regulations 2013, (Government Notice No. 446/2013) and its subsequent amendments, to do vetting to all formal contracts of the value

not exceeding Tshs 1 billion. For example, in the 1st quarter of the year 2017/18, the unit vetted 4 agreements out of 20 targeted in the same year.

2.2.12: Finance and Trade Department

This is the department which is responsible for all the day to day Financial and Trade activities for the council. This includes the tracking of all transactions and the management of the government reporting which results into the preparation of the financial statements with an external auditor engaged for assurance purposes. The department is also responsible for management of the council's cash flow and ensuring there are enough funds available to meet the day to day payments. Also, the department works with Planning, Statistics and Monitoring department to prepare the organization's budgets and Revenue forecasts, and to report back on the progress against these throughout the year. The council is actively implementing the National Trade Policy, the Sustainable Industrial Policy and Small and medium Enterprises Development Policies. In recognizing the contribution of Medium and Small Industry to the Council's economy through various property taxes, service levy and license issuing. Budgeting and accounting are carried out by using various systems including PLANREP and EPICOR though there are some challenges in network bases and production of various reports from those systems. Thus, in carrying out its mandate, the department has a number of functions that are core to its activities and are geared towards ensuring the fulfillment of the council's mission and the achievement of its vision. The core functions as per financial memorandum of the local government Act no.8 of 1982 includes the following:-

- Issuing Business licenses for various Business categories within the Council as per Business License Act No. 25 of 1978.
- Inspecting industry and advising accordingly on product promotion and market research.
- Training traders on entrepreneurship skills and marketing research
- Providing suitable market structure which will enable traders having a conducive business environment.
- To supervise and ensure that all financial regulations orders and guidelines as far as Local Government are being followed.

- Supervision and Advising the council on Revenue collections and other financial matters
- To supervise and ensure that all expenditures are made according to the budget and action plans.
- To prepare each year's financial statement and to submit them to the office of Controller and Auditor General (CAG) for Audit and replying to all audit queries.
- Preparing annual budget of income and expenditure in collaboration with Planning officer and other heads of Departments/Units
- Preparing regular reports to council on the progress of actual expenditure and income compared to the budget, and making recommendations on balancing levels of income and expenditures.
- Preparing Councilor's reports and financial statements.
- Ensuring an effective system of internal control is operated including the writing and subsequent revision of detailed financial procedures
- Presenting to Finance Committee financial procedures for their approval, and their distribution to heads of departments
- Custody of Council assets and all aspects of financial management for the council, including appropriate arrangement for the staffing and management of the finance management.
- Coordination, implementation and review of policies and strategies for the trade, marketing development and promotion of Small and Medium Enterprises (SMEs)
- Monitoring and evaluation of performance of trade, marketing and SME sectors, Industries and trade support institutions;
- Collection, analysis and dissemination of trade, marketing and SME information and creation of industry, trade, marketing and SME databases;
- Promotion of domestic and foreign investment, promotion of business support services and value addition and post-harvest management for enhancing public private competitiveness in the industry, trade, marketing and SME sectors;
- Development and promotion of domestic and international trade and

- Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products

(i) Finance Section

This section deals with supervision of revenue collection, supervising and ensure all expenditures are made accordingly and as to the budget and action plan within the current year. Preparation of reports such as monthly report, quarterly report and financial statement report and submit them to various user's example Controller and Auditor General (CAG), Regional Secretary (RS), Ministries, Councilors, Donors and Community. On revenue collections, the council have different sources of revenue which includes; - Property rates, Land Rent, Cotton Crop produces, Other produce, Service Levy, Guest House Levy, Other Levies on Business Activity, Tender fee, Land survey service fee, Livestock market fee, Market stalls/slabs dues, Plot application fee, Abattoir slaughter service fee, Advertising fee, Intoxicating liquor license fee, Other business license fees, Taxi license fee, Forest produce license fees, Building materials extraction license fee, By law fines, Other fines and penalties, Permit fees for billboards, Refuse collection service fee, Central bus stands fees, Parking fees, Cesspit emptying service fee, Clearing of blocked drains service fee, Revenue from renting of houses, Sale of plots, Dividends non-financial joint venture.

Table 16: Detailed own sources of revenue for Shinyanga Municipality 2016/2017

Description	2017			2016		
	Budget	Actual	%	Budget	Actual	%
Property rates	12,226,190	39,413,692	322.0	200,000,000	86,623,014	43.3
Land Rent	180,000,000	100,576,707	55.9	330,000,000	302,694,913	91.7
Cotton Crop cess	5,500,000	5,554,000.00	101.0	14,500,000	17,748,700	122.4
Other produce cess	229,240,000	197,467,383	86.1	59,000,000	70,335,670	119.2
Service Levy	145,000,000	279,038,529	192.4	260,000,000	266,183,556	102.3
Guest House Levy	150,000,000	20,968,765.02	14.0	15,500,000	14,680,300	94.7
Other Levies on Business Activity	20,000,000	16,900,000	84.5	12,530,000	9,643,101	76.9
Tender fee	48,500,000	31,179,372	64.2	15,000,000	11,750,000	78.3
Land survey service fee	178,746,000	137,381,946	76.9	20,000,000	-	
Livestock market fee	86,179,200	77,587,434	90.0	120,000,000	137,613,500	114.7

Description	2017			2016		
	Budget	Actual	%	Budget	Actual	%
Market stalls / slabs dues	132,720,610	254,002,132	-	334,250,200	312,605,800	93.5
Plot application fee	20,000,000	18,376,900	91.9	1,000,000	82,000.0	8.2
Abattoir slaughter service fee	108,046,000	120,457,300	111.5	99,840,000	118,625,000	118.8
Advertising fee	10,120,000	4,812,501	47.6	27,380,000	26,243,480	95.8
Intoxicating liquor license fee	27,505,000	16,769,700	61.0	17,560,000	18,743,900	106.7
Other business license fees	180,000,000	219,676,145	122.0	250,000,000	205,146,000	82.1
Taxi license fee			-	20,200,000	19,890,100	98.5
Forest produce license fees	2,600,000	1,877,050	72.2	2,600,000	1,928,000	74.2
Building materials extraction license fee-		-		37,000,000	19,691,000	53.2
By law fines	-	-		4,000,000	3,966,100	99.2
Other fines and penalties	8,000,000	135,411,657	1,692.6	15,000,000	10,473,850	69.8
Permit fees for billboards	78,000,000	120,382,673	154.3	101,000,000	87,630,000	86.7
Refuse collection service fee	10,000,000	3,420,000	34.2	29,810,658	24,963,000	83.7
Central bus stand fees	155,064,000	124,138,700	93.2	48,800,000	61,440,000	125.9
Parking fees	21,600,000	23,329,200	108.0	18,389,000	20,036,000	108.9
Cesspit emptying service fee	41,100,000	11,688,378	28.4	13,000,000	10,770,000	82.8
Clearing of blocked drains service fee	166,464,000	151,113,866	90.8	98,040,000	113,399,000	115.6
Revenue from renting of houses	132,720,610	254,002,132.24	191.4	33,940,000	38,052,535	112.1
Sale of plots	150,000,000	15,000	0.01	80,000,000	-	
Dividends non-financial joint venture	30,000,000	16,720,000	55.7	30,000,000	28,424,000	94.7

Source: Shinyanga Municipal Council, Trade and Finance Department, 2017

(ii) Trade Section

Trade section deals with issuing of Business licenses for various Business categories in the Council as per Business License Act No. 25 of 1978, inspecting industry and advising accordingly on product promotion and market research, providing suitable market structure which will enable traders having a conducive business environment and train traders on entrepreneurship skills and marketing research. In 2017 trade section has

registered 2714 business, rehabilitated two market infrastructures, 49 industries have been inspected and advised on improving product quality.

Table 17: Industries in Shinyanga Municipal Council

Year	Large Scale Industries	Medium Scale Industries	Small Scale Industries
2015	6	4	21
2016	10	6	30
2017	19	10	44

Source: Shinyanga Municipal Council, Trade and Finance Department 2017

Table 18: Market Facilities in Shinyanga Municipal Council

No.	Name of Market	Number of Market Stalls	Number of Market Slabs
1	Central market	149	400
2	Nguzonane	115	350
3	Ngokolo - Maganzo	171	40
4	New Stand	421	102
5	Kambarage	122	292
6	Majengo Mapya	102	3
7	Ibin-zamata	182	0

Source: Shinyanga Municipal Council, Trade and Finance Department 2017

Table 19: Business Categories in Shinyanga Municipal Council

No.	Business Category	Number of Business Category
1	Retail shops	1016
2	Wholesale	42
3	Part II poison	126
4	Agriculture implements	78
5	M-PESA, TIGO PESA, AIRTEL MONEY	117
6	Selling motor vehicle spare parts	9
7	Selling motor cycle spare parts	31
8	Hair cutting saloon	27
9	Hair dressing saloon	38
10	Tailoring	67
11	Butcher	32
12	Photo studio	9
13	Posho mill	56
14	Industries	73
15	Hard ware	126
16	Contractors	28

No.	Business Category	Number of Business Category
17	Stationary	42
18	Selling mobile phones	56
19	Selling second hand clothes	77
20	Petrol station	12
21	Hotels	132
22	Restaurant	98
23	Garage	22
24	Liquor store	400

Source: Shinyanga Municipal Council, Trade and Finance Department 2017

2.2.13: Works Department

Works department is one of the council's departments which deal with construction, rehabilitation and maintenance of roads and bridges as well as fire rescues within the council jurisdiction. It is also responsible for supervising (sometimes designing) construction of all public buildings and supervising maintenance of council's Motor vehicles. Works department bears a big role in improving the economy of the society and council at large as it is known that the good infrastructures plays a big role in improving economy by simplifying transportation of what the society produce. The works department in Shinyanga Municipality has seven sub sections which includes; Buildings, Roads, Storm water drainages, Street lighting, Mechanics, Fire Rescues, Parking and gardens. Works department is responsible to: supervise the construction, rehabilitation and repair of infrastructure services within the Municipality, to design the infrastructure services, to facilitate preparation of tender and contract documents, to provided technical advices in the issues related to infrastructure services, to supervise the collection of revenue related to infrastructure services, to prepare department budget, to prepare departmental implantation report on the issues related to infrastructure services, to supervise the service and maintenance of vehicles and heavy plants, to scrutinize all building drawings to have fire rescue faculties, to supervise service and maintenance of Motor cycles, vehicles and heavy plant.

(i) Roads

The Municipal has a total road length of 708.03 km classified into earth roads; gravel roads and tarmac categories as depicted in table 20.

Table 20: Types of Roads in Shinyanga Municipality and their Distance

Road surface	Length in Kms.	% of the total road length in the Council
Earth	388.5	54.87
Tarmac	7.88	1.11
Gravel	311.65	44.02
Total	708.03	100.00

Source: Works Department 2017

Most of the existing Municipal feeder roads are in poor condition due to lack of regular maintenance and inadequate funds allocated. This is because, although there is a programme of maintenance of roads its implementation has continued to be difficult as the availability of funds for this purpose is very minimal compared to the needs. In view of this situation, the council plans to grade about 68 km of new roads and upgrade 1.45 of gravel road to bitumen standards by use of ULGSP Funds acquired from World Bank.

(ii) Storm water drainages

The council has a total of 26 kms of storm water drainages. 3.2 kms of storm water drainages are lined and 22.8 kms of storm water drainages are not lined. About 88% of storm water drainages are not lined with paved structures. Due this fact, these storm water drains may enlarge and follow into gullies. Most of these drains are located into loose soil areas and during the rainy season they may enlarge due to soil erosion. Therefore, it is very important to do lining in order to prevent soil erosion.

(iii) Buildings

The works department has a role of overseeing and supervising all design of buildings which is constructed within the Municipality. These buildings are for institutions, private companies, government buildings and individual people. The drawings of building are brought for checking building standard and norms have followed. Then the drawings will be endorsed and permit will be issued. The averages of permit issued are 552 per year. Due to this role, we have a duty of inspecting all the building constructed if owners have been issued with permit for construction or it is illegal. The average of 747 buildings was supervised and 40 building were designed. In this respect 45 clients were subjected to pay fines. They are some of clients do not want to

follow the specifications of constructing building. It necessary to conduct frequent inspection and supervision in order to prevent accidents resulted from poor construction.

(iv) Street lighting

It is the obligation for the council to provide lighting in the public streets which are constructed with paved access roads. The council has 6 streets (access roads) which have lightings. They are allocated in the New Bus Stand area, Uhuru Street and some of Kambarage Street. The remaining 24 streets (access roads) have no lightings. These streets will be fixed with lighting when their access roads are completed with paved road structures. However, there are some of street which have no lighting although their access roads have been completed with pave structures. These streets (access roads) are 3 and 2 others are in due to be completed.

(v) Parking and gardens

The council has six gardens which are located in urban wards. These urban wards are Mjini, Kambarage and Ngokolo. Three gardens are working and the other three are not working. There are other 6 areas which are potential gardens but are not identified and recognized by the council. These are very importance recreation area for the people of Municipality. Therefore, the council will continue to identify and create the environment for gardens.

(vi). Fire rescue services

As it has been mentioned above that the works department has the role of scrutinizing the building drawings if they have drawing systems for fire rescue equipments. This activity was not taken care in previous year. The council has been ordered to make follow up of all existing building to have fire rescue equipments. In this year 2018, 707 building drawings have been scrutinized. Most of the clients do not have seen the importance of having the fire rescues facilities in their buildings. So they do not see that this is an essential condition of approving their drawing for construction. But the department will continue to scrutinize the drawings and providing the knowledge of having the fire rescue facilities in their buildings.

2.2.14 Information Communication Technology and Public Relation

The Information Technology Communication and Public Relation unit is important for Council and Community development at large as it provides access to relevant and various information and knowledge which improves

efficiency and productivity; enhances social services delivery; increases access to market opportunities; and improves government performance, among others. This unit has done the best to prepare itself with all essential requirements to meet challenges of times and thus make its presence felt through the finest use of its potentials. Core functions of Information and Communication Technology and Public Relation are:

- Provide support and service request solutions to the LGAs software systems like Epicor, Local Government Revenue Collection Information System, Basic Education Management Information System, Human Capital Management Information System, Insurance Management Information System, and all system used in our organization.
- Delivers, tags, sets up, and assists in the configuration of end-user workstation hardware, software and peripherals in the council.
- Diagnoses and resolves end-user network or local printer problems, PC hardware problems, e-mail, Internet, and local-area network access problems.
- Coordinates and timely repair of organization equipment covered by third-party vendor maintenance agreements.
- Performs minor desktop hardware repair for organization equipment and peripherals that are not covered by third-party vendor maintenance agreements.
- Design, install and configure internal and external infrastructure (design, install and configure Local Area Network and Wide Area Network Infrastructure).
- Provide specifications for devices, which is request to be procured.
- Provision of regular training on best use of email address, Manage Internet use and computer equipment for Organization and all system update.
- Register all new computer equipment's, printer, projector, ups and other accessory.
- Maintaining and tracking computer quality and systems, including coordinating computer installation systems and systems.
- Website continuously update by seeking information any those required as instructed in guideline issued on January 2018.

In Shinyanga Municipal, there are four Internet Provider (IP) companies, namely; Tanzania Telecommunications Company Limited (TTCL), Vodacom Tanzania, Airtel and Tigo. There are various radio and Television channels in which only one Radio Station is based in Shinyanga, which is Radio Faraja. The ICT and Public Relation unit also managed to provide support and service request solutions to the systems used in the council, coordinates timely repair of organization equipment covered by third-party vendor maintenance agreements such as Point of Sale (POS) and provide information of the organization to the community and stakeholders through council website. The unit is required to have five staffs, but by March 2018, there were only three staffs, two vacant positions including Head of the unit.

2.2.15 Water

Water department is one of among departments which deal directly with the Communities. Since water is indispensable in the life of human being, by supplying them with safe, clean and affordable water insuring their health status and poverty alleviation (spending more time on working instead of walking around looking for water) hence improvement of social and economic life standards. The main function of water department is to provide people with safe, clean, sufficient and affordable water in at least within a distance of 400m by doing the following:

- Planning, designing, budgeting, implementing and supervising various water projects.
- Sensitizing communities on fully participation in all stages including planning, implementation, operations, maintenance and cost sharing (contribution) so as to create sense of ownership for sustainable water projects of water projects.
- Supervision and Monitoring by providing technical support on operation and maintenance of existing completed water projects.
- Capacitating communities to take over their water projects through formation, training and registration of water user entities (COWSOs).
- Sensitizing communities on the importance of drinking safe and clean water.
- Promotion and interpretation of water Policy and Acts

Water department comprises three main sections namely; Administration section, Planning, Designing and Construction section and Operation and Maintenance Section. Those Sections are classified according to its important roles and functions. The department has one Engineer and three water technicians. It collaborates with Municipal Water and Sanitation Team (MWST) for planning, evaluation, supervision and monitoring for sustainability of water projects. Also, the department is working in collaboration with various stakeholders, including; COWSOs, Central Government, and Shinyanga Urban Water Supply and Sanitation Authority (SHUWASA) for the water projects sustainability within the Council.

Shinyanga Municipal Council is estimated to have a population of 186,413 by the year 2018 out of it 135,618 populations are served with clean and safe water which is about 73% (urban and rural areas). Large area of Shinyanga Municipal Council is urban area which served by Shinyanga water Supply and Sanitation Authority (SHUWASA). SHUWASA serve almost 57.4% of the total population, while the rest of the population is served by Shinyanga Municipal Council. The Total network of water supply covered by SHUWASA is 62%. Main sources of water for domestic and industrial purposes in Shinyanga municipality are as shown in the table below.

Table 21: Number of existing water sources

No	Type Of Water Source	Total Number
1.	Lake Victoria	1
2.	Shallow wells	219
3.	Bore holes (deep wells)	30
4.	Charco Dams/Dams/Rivers	10
5.	Rain water Harvesting tanks in various institutions	72

Source: Shinyanga Municipal Council, Water Department, 2018

In addition to that, Shinyanga Municipal Council by March 2018 has about 10 water schemes which are grouped in two extraction systems, namely; Surface water schemes and Deep wells Water schemes as Table below illustrates.

Table 22: Types of Extraction systems in water schemes

N o	Extraction System type	No. of schemes	No. of schemes Functioning	Requirement	No. of People Served
1	Surface water pump-Lake Victoria	6	6	Extension	19,461
2	Deep Wells	4	3	Extension	8176
Total		10	9		27,637

Source: Shinyanga Municipal Council, Water Department, 2018

(a) Water Projects in the in Shinyanga Municipality

The Department has several achievements; including implementation of National Rural Water Supply and Sanitation Program (WSDP) which is operating within ten villages namely Mwamashele, Seseko, Mwamalili, Bushola, Bugimbagu, Mwamagunguli, Mwagala, Kolandoto, Ndembezi and Butengwa water supply schemes . Also through Sensitization of Communities on awareness of water Projects 17 COWSOs were established and trained on Operations and Maintenance of water projects.

Table 23: Lists of water Projects (water schemes) in the Council

No.	Name of The Projects	Water Source	Year Constructed	Source of Fund
1	Mwamashele water supply Scheme	Deep well	2014	WSDP
2	Seseko water supply Scheme	Lake Victoria	2014	WSDP
3	Mwamalili water supply Scheme	Lake Victoria	2014	WSDP
4	Bushola water supply Scheme	Deep well	2014	WSDP
5	Bugimbagu water supply Scheme	Deep well	2014	WSDP
6	Mwamagunguli water supply Scheme	Deep well	2014	WSDP
7	Mwagala water supply Scheme	Lake Victoria	2014	WSDP
8	Kolandoto water supply Scheme	Lake Victoria	2017	WSDP
9	Ndembezi water supply Scheme	Lake Victoria	2013	WSDP
10	Butengwa water supply Scheme	Lake Victoria	2013	WSDP

2.2.16 Lands and Town Planning

The department of Lands and Town planning deals with different functions which includes preparations of the detailed and general planning schemes, to conduct cadastral and topographic survey, conduct valuation for landed and non-landed properties, allocate, manage and control land resources to be used in a sustainable manner and collecting land rent and other charges related to land uses. Land and Town planning department is divided into four sub section which are Town planning, Survey and mapping, Valuation section and Land Management.

2.2.16.1 Town Planning

The section deals with all urban planning related issues within the council which includes preparing detailed and general planning scheme as well as development control on different land uses. By March 2018, Town planning section in Shinyanga Municipality has prepared 161 Town plan drawings which has approved by the Ministry of Lands, Housing and Human settlement and the Shinyanga Municipality Master plan of 2016 – 2036 has prepared which assign different land uses in the whole planning area. Through the preparation of General planning scheme, different exiting land uses were identified. Large area of Shinyanga Municipality is covered by human Settlements and agricultural fields followed by Institutions and Industrial areas. There is a considerable amount of potential land outside the urban area; this is known as Rural Settlements and Agriculture areas.

Shinyanga was formerly planned by the colonial ruler whereby currently those areas comprise the town Centre also called the Central Business District (CBD). The residential pattern of the Shinyanga municipality is compact and linear. There are three types of residential areas found in the town namely planned, unplanned and rural settlements: The total area occupied for residential purposes is 23,570 hectares which is about 43.01% of the total area of Shinyanga municipality.

Planned Areas: The planned areas are mostly better serviced because most infrastructure, social services and facilities are found despite of its inadequacy. They are found within the urban proper area covering an approximate land area of 25 km². Furthermore, planned areas are classified

into low, medium and high density plots, as well as Residential, Commercial and Commercial and Residential areas.

Unplanned Areas: These are localities or areas usually situated in the outskirts of the urban proper area. These areas are characterized by development of unplanned settlements as a result of the failure of formal housing delivery system to accommodate increasing urban population, and incorporation rural areas within the town boundaries. The situation which has opened informal land markets, where the customary landowners parcel and sell out land to urban land seekers.

Agricultural areas: Agriculture is the main economic activity especially in the peri-urban and rural areas of the Municipality. Agriculture areas in Shinyanga Municipality occupy about 19,500 ha. of the total land in the municipality. Agriculture areas within the town can be categorized into peri urban and surveyed urban agriculture.

Industrial areas: Shinyanga has almost a whole spectrum of types of industries. They range from small, medium to large scale industries. Most of them are engaged in food processing, metal works, wood works, Cotton processing. Industries are located in especially designated industrial areas. An industrial area covers a total of 673 Hectares;

Commercial and Institutional areas: Commercial areas are largely found at the Central Business District (CBD) and at different street in Kambarage and Ngokolo wards. These services are those which are primarily oriented to serve the general welfare of the town residents. Under this land uses category, the institutional land uses covers education, health, administration and religious; areas which are owned by both public and private institutions.

Quarry areas: Quarry areas can also be considered as development constraint areas in the current urbanized part of the town; hence considered as not suitable for the town spatial extension. The development limitation in these areas are due to topographical and administrative reasons which are steep slopes, susceptible to flooding, and for some areas being reserved for conservation purpose.

Transport and Communication: Shinyanga municipality is well connected by roads railway line and telecommunication networks Infrastructure. This

infrastructure enables easier mobility of traffic, goods and flow of information in and outside the town.

Water bodies and Other Land Uses: A total area of about 134 ha which is equal to 0.24% of the total urbanized land in Shinyanga Municipality is covered with water bodies. This includes Ning'wa dam, Ibadakuli dam and other seasonal rivers. Other land uses include forestry, Dumpsite, Abattoir and water waste treatment plant.

Table 24: Status of existing land uses in Shinyanga Municipality

No.	Land Use	Area (Ha.)	Percentage
1.	Residential areas	23,570	43.01
	Residential (Planned)	9,740	17.77
	Residential (unplanned)	13,830	25.24
2.	Agricultural areas	26,728	48.78
	Peri urban and Urban agriculture	26,528	48.41
	Surveyed Urban agriculture	200	0.37
3.	Industrial areas	673	1.23
4.	Commercial areas (CBD)	240	0.44
5.	Institutional areas	950	1.73
6.	Quarry areas	75	0.14
7.	Transport And Communication areas		
	Roads	137	0.25
	Railway	15	0.03
	Airport	9	0.02
8.	Open spaces and Recreational areas	49	0.09
9.	Water Bodies	134	0.25
10.	Other Land uses		
	Forest	2,017	3.68
	Dump Site	16	0.03
	Abattoir	8	0.02
	Cemetery	171	0.31
	Waste water treatment plant	8	0.02
Total		54,800	100

Source: Shinyanga municipal Council, Lands and town planning department 2017

2.2.16.2 Survey and Mapping

This section deals with cadastral and topographical survey, whereby currently this section has surveyed a total of 42,608 plots in different wards of Shinyanga municipal council. Also boundary recovery/identification is another function of this Section, whereby about 1517 plots which their

boundaries were unknown have identified and recovered in different surveyed areas.

2.2.16.3 Land Management

This section consists land officers and assistant land officers who performs various functions of the section such as allocating land in a sustainable ways to various land applicants in which 22,000 occupiers has allocated plots, preparation of certificate of right of occupancy in which 436 certificate was prepared in the financial year 2016/2017, resolving land conflicts arising within land users, conducting land matter awareness within the community in which 17 wards considered, performing land development control through site inspection, collecting land rent and other charges related to land where 900 million collected in 2016/2017 and approving the land transactions done by the land occupiers.

2.2.16.4 Land Valuation

This section consists of one staff who conducts valuation for different purposes such as asset valuation, valuation for rating, valuation for transfer purposes, valuation for renting and valuation for mortgage purposes. Also involves on advising the institution/municipal council on the land acquisition for various purposes, for instance acquisition of land for urban expansion, and other needs.

2.2.17: Environment and Sanitation

Environment is a complex combination of many variables, which surrounds man as well as the living organisms; it includes water, air, land and the interrelationships which exist among and between them, human beings and other living creatures such as plants, animals and microorganisms. It comprises those aspects of human surroundings and hence affects human life. It involves various factors, including quality of life, which is determined by physical, biological, social, and psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting, controlling, and preventing those factors in the environment that can potentially affect adversely the health of present and future generations. The Environment and Sanitation is a department responsible in managing and controlling all factors in the environment that affects health of the people of Shinyanga Municipal Council. The department has the following core functions:

- Ensuring the enforcement of the Environmental Management act of 2004
- Advising the environmental management committees within the Council
- To promote environmental awareness on the protection of the environment and the conservation of natural resources
- Gathering and manage information on the environment and utilization of natural resources
- Prepare periodic reports on states of the local environment
- Monitor the preparation, review and approval of the Environmental impact assessment for local investment
- Review by-laws on environmental management and on sector specific activities related to the environment
- Report to the Director of Environment and the Director –general on the implementation of the Act and
- Perform such other functions as the local government authority may from time to time assign to the department

This department is divided into two sections, namely; Environment and Sanitation management sections. The duties of the Sanitation Management section includes supervise cleanliness operations of the urban area, like streets, public and commercial places, to supervise and emptying cesspits, to bury dead bodies, to supervise and collect and disposal of solid and liquid wastes in cesspit emptier trucks, to conduct inspection of food products, to conduct health educations on the issues of water and environmental sanitation, to conduct inspection to working places for knowing occupation health issues and supervising hygiene and sanitation.

(i) Solid waste management

The solid wastes generated in Shinyanga Municipal are not very much different in Characteristics from the other Municipality in Tanzania. The solid wastes are more confined/prominent in urban area especially in the eight wards compared to rural areas. This is due to low rate of production and number of people living compared to urban areas. In offering the environmental sanitation services to community particularly to collection and disposal of solid and liquid wastes, the department has the 14 transfer stations, one Backhoe wheel loaders, one motor grader, 2 dump trucks and

one cesspit emptier truck, 19 pushcarts, 10 wheel barrows and other working and protective gears. The department has 47 employed staff. The collection and disposal of the solid wastes is one of the main activities of the department which is almost don daily demand work. This work is done in urban area streets and ward centers. The most of departmental resources are used for solid waste and collection and disposal. The collection is done in 8 wards out of 17 wards. The rest wards have no infrastructure for solid waste collection and station'

Table 25: Composition of solid waste in Shinyanga Municipal Council

Characteristics	Weight (in %)	Description
Vegetable matter and other organic materials	71.1	Composed of shell from groundnuts, sugarcane, peels of Tomatoes, Bananas, Peppers, rice and many leaves.
Plastic	5.0	Mainly are bottles and plastic bags, jars, dish or shoes.
Metal	1.7	Some old metals item such nuts tins and cones.
Papers	3.7	Pieces of cardboard and old paper.
Others.	22	Mainly composed of ashes, and fine earth in the houses, charcoal for cooking and some rags.
Generation rate Kg/P/d	0.56	Residential waste
Density kg/1	0.6	Residential waste

Source: Shinyanga Municipal Council, Environment and Sanitation department 2015

As it is indicated in the Table above that vegetable matter and other organic materials are the main solid waste produced most of households in the Municipality. Table below indicates some of the sources contributing to solid waste generation.

Table 26: Source and Generation of the Solid waste in Shinyanga Municipality

Source	Generation tons/day	Density.
Market waste	9.5	600 Kg/m ³
Residential waste	45.8	600 Kg/m ³
Small scale industries waste	16.6	400 Kg/m ³
Medium waste	22.0	450Kg/ m ³
Commercial waste	3.0	310 Kg/m ³
Institutional waste	2.8	200kg/ m ³

Other waste	10.8	390 Kg/m ³
Street sweeping waste	5.5	350 Kg/m ³
Total generation	116.0	3700 Kg/m³

Source: Shinyanga Municipal Council, Environment and Sanitation department 2015

(iii) Solid Wastes Handling and Storage

The solid waste is usually handled by members of the household and stored in containers like plastic buckets, big bowls and bags before being collected by push carts crew along the sub wards / Mtaa. There was a details discussion between the Community and council on what methods should be used to collect the solid wastes from the households to the transitory storage. One of the options was to use door to door collection and the pushcart of capacity of 1M³ for collecting waste from the household to transitory storage. The communities decided to choose the pushcart, which will be take care by two crews. This option was related by the study conducted before fabrication of 46 pushcarts. 93% of the house agreed to use the system and to pay service cost provided in their streets. The council through the Oxfam support of funds managed to fabricate 46 pushcarts and handled them over to a Water and Environmental Sanitation Committee (WES). The Community for the purpose of supervising the water and environmental sanitation issues within the sub wards selected the WES committees. The WES committee consists of six (6) members with a gender balance. The WES committee members are responsible for recruiting / contracting crews for solid waste collection along the streets and for collection of traffic set out by the community. It was agreed that 75% of the amount collected would be used for wages to pushcart crews, maintenance of pushcarts and stationery. 25% of the total amount will be paid to council. This system became operational in September 2003 but there is a poor solid waste contribution fee from the community. This way the pushcarts crews collect 27.8 tons/day from the households to transitory storage. Private Contractors collect 5.5 tons/day from the 3 markets that are food residual and sweeping to transitory storage. The council has 18 transitory storages located all over the 8 wards. Sanitary crew loads to truck and Old tractor the solid waste from the transitory storage. There are the vehicles which are used to collect 24.2 tons /day from the transitory storages to the disposal site. Due to shortage of trucks 9.1 tons/day remain uncollected

ever day in the transitory storage. The solid waste that is uncollected either by pushcarts crew is 29.7 tons/day to transitory storage

(iv) Solid Wastes Disposal

Shinyanga Municipality has no proper dumpsite for disposing the solid wastes collected within the council especially its urban areas. Thus, solid wastes are disposed into big depressions and abandoned quarry sites. The council has located three sites in different areas to be developed into sanitary landfill. One of the sites has been identified to be the suitable for sanitary landfills and an environmental impact assessment has been conducted. However, the council has yet no funds to develop the site. The other two sites have been reserved for the future use.

(v) Clinical Wastes Treatment

In Shinyanga Municipality, there are very few clinical wastes generated from the health facilities within the Council. The healthcare wastes are estimated to be about 30kg/day. These wastes were incinerated in the old incinerator, which were constructed in each health care facility. However, the new design of the low - cost incinerated has been implement in the council hospital and will be constructed in all dispensaries. This new design can incinerate the healthcare wastes at a temperature of 8000C and above. It may incinerate 15 kg/hour depending up on the moisture contents of the waste.

(vi) Recycling and Resource Recovery

The solid wastes generated in Shinyanga Municipality can also be recycled. Individuals mainly conduct this practice of sorting the recycled materials. The activity is practiced in the source, transitory storages and at the dumpsite areas. The recycled material are mainly, food residuals, pieces of charcoal, pieces of firewood, plastic containers and cans and pieces of metals. These recovery materials are used for food animals, source of energy (fire wood and charcoal) and fabricating bolts and nuts for animal push charts. Plastic containers are used as the containers different purpose.

(vii) Compositing

About 71.1% in weight of total wastes generated in Shinyanga Municipality are the vegetable matter and other organic materials. These wastes can be

composed to produce Compost manure which is more useful in agriculture. However, this idea has been sensitized during the (WATER AND SANITATION) WATSAN project, which was ended in September 2004. The idea was also promoted to the NGO'S which deals with economic development, but not successive because of lack of market for composted manures and initial capital investment.

(viii) Liquid wastes Management.

Most of the households in Shinyanga Municipality use on-site sanitation system, which includes unimproved pit latrines, improved pit latrine, pour flash latrines, septic and soakage pits. There are 20,212 households with improved pits and toilets, 10,106 households with unimproved pit latrines and 873 households have neither unimproved nor improved pit latrines. The Council has only one cesspit emptier truck and there are three private cesspit emptier trucks. The council has one waste water pond located at Nhelegani village. The average liquid waste generated and collected is 1,579,897 cubic meters per year from the onsite sanitation systems and it disposed into wastes water pond. The wastes water pond is too small and cannot accommodate all the liquid wastes collected from onsite sanitation systems. Thus, the council is planning to extend the pond and construct two new ponds for Liquid wastes.

2.2.18 The Procurement Management Unit

Procurement is a process of acquiring goods, works or services. The procurement of goods, works and services is one of the most important activity within the council as it has a critical impact on its performance and success. It helps council to organize contracts for various activities for the sake of accountability, transparency and good value for money. Procurement Management unit is among the 19 departments and units in Shinyanga Municipal Council in which its key role is to provide expertise and services on procurement, storage and supply of goods and services.

Procurement management activities are carried out with direction from public procurement Act, 2011 and regulations of 2013 which entails transparency, participation, fairness, commitment, and awareness during tendering process for the aim of improving the economy of the society and council at large and achieve value for money in procuring works, goods,

consultancy and non-consultancy service for the benefits of the council. This Unit has the following core functions.

- Manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract.
- Support the functioning of the tender board
- Act as secretariat to the tender board and implement their decisions
- Plan the procurement and disposal by tender activities of the procuring entity
- Recommend procurement and disposal by tender procedures
- Check and prepare statements of requirements
- Prepare tenders, advertisements of tender opportunities and contracts documents as well as issuing approved contracts
- Maintain and archive records of the procurement and disposal process
- Maintain a list or register of all contracts awarded
- Prepare monthly reports for tender board
- Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan
- Co-ordinate the procurement and disposal activities of all the departments of the procuring entity
- Prepare other reports as may be required from time to time

In Shinyanga Municipal Council, the unit faces several challenges which includes; most of the user department do not have knowledge and skills about the correct use and application of public procurement law, shortage of staffs, inadequate and unreliable disbursement of funds; hence delay to initiate procurement as well as insufficient allocation of funds to the unit in order to run procurement activities.

2.2.19 Internal Audit Unit

Internal Audit is an independent, objective assurance and consulting activity unit designed to add value and improve operations of a council. It helps the council to accomplish its objectives by bringing a systematic, discipline approach to evaluate and improve the effectiveness of risk management, control and governance process. Internal Audit unit carries its core functions which are governed by laws and regulation such as Local Government Act 1982, Section 48, Cap Act 290, Local Financial Memorandum of 2009, Public Procurement Act 2011, Public Procurement Regulations 2013 all approved directives and circulars from Government Authorities. The main objective of Internal Audit Unit is to determine the extent to which operations of the council have been undertaken in a way that observes laws, regulation, contractual management, and various directives which are being given by the Government from time to time, in a manner that aimed at adding value to the council. Core Functions of Internal Audit Unit are:

(i) Prepare internal audit reports

Internal Audit unit prepares different reports including internal audit quarterly report, and annual internal audit reports which are to be submitted to various stakeholders like Controller and Audit General (CAG), Municipal Director (MD), Internal Audit General (IAG), Region Administrative Secretary (RAS) for further actions. Up to now the audit unit has managed to prepare more than 6 quarterly reports and 2 annual audit reports from financial year of 2016/2017 to 2017/2018 and submitted to other Authorities on time.

(ii) Prepare annual internal audit strategic plan

Internal Audit Unit prepares annual internal audit strategic plan as key function which is a guidelines for internal audit staffs in preparing their quarter and annual auditing activities. The preparation of annual internal audit strategic plan is required by statutory and has to be submitted to Municipal Director not late than 15th July each year and other Authorities. The unit plays its role in preparing annual internal audit strategic plan as required by statutory and submitted every financial year.

(iii) Safeguard public resources

Internal audit unit is responsible to ensure that all public properties both financial resources and physical resources are protected by enforcing rules, regulations and directives from the Government with aimed to protect the Government assets. In the council internal audit unit safeguard public assets such as motor vehicles, motor cycles, and financial assets by conducting regular auditing in each department normally quarterly and advising the management to disposal those assets which are not function according to require by laws before undergo further depreciation. Also, the unit is responsible for providing consultancy service and interpretation to other departments concerning the uses of various Government regulations and other directives such as Public Procurement Regulation Authority (PPRA), Local Authority Financial Memorandum Act 2009 (LAFM), Finance ACT 2010 on issue of spend of Public money. In financial year 2016/2017 the unit has managed to educate 85% of head of departments and units on how to use various Government regulation and directive especially on public expenditures.

2.3 The Analysis of External Environment

2.3.1 The Tanzania National Development Vision (2025)

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

High Quality Livelihood; basically a nation's development should be people-centered, based on sustainable and shared growth as well as be free from abject poverty. For Tanzania, 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, political and social tolerance. Although Tanzania is enjoying 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, skills and knowledge that are critical in enabling the nation to effectively utilize in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognizant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

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

people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative

- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.
- This necessitated the government to launch a National Strategy for Growth and Reduction of Poverty II (NSGRP II) to expedite the process of attaining the national development vision. Thus, Shinyanga Municipal Council as one of the councils responsible for service delivery in the country could serve as one of the government vehicles in attaining the goal of vision 2015 and thus reduce the poverty level among Tanzanians.

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 Tanzania 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, Shinyanga Municipal Council plans and strategies should always focus 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 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 facing 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. Shinyanga Municipal Council has a vast area of 548 square kilometers. With its strategic location along the road and central railway line, the area can be strategically used to attract investment through private public partnership and to promote the economic growth of the council and hence the nation at large.

2.3.4 National Five Year Development Plan 2016/2017-2020/2021 (FYDP II)

The Second Five Year Development Plan (FYDP II), 2016/2017 – 2020/2021, has integrated frameworks of the first Five Year Development Plan (FYDP I, 2011/2012-2015/2016) and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA II, 2010/2011-2014/2015) further extended to 2015/2016). This integration implemented a Government decision taken in 2015 to merge the two frameworks. The objectives of integrating the two frameworks were to improve efficiency and effectiveness in implementation through organizing and rationalizing national resources

under one framework, by addressing critical challenges, which beset implementation of the parallel frameworks. The challenges included existence of many similar priorities of varying scope and emphasis, leading to available resources being spread too thinly; weak coordination; and unclear division of responsibilities in monitoring, evaluation and reporting.

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

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

- Build a base for transforming Tanzania into a semi-industrialized nation by 2025;
- Foster development of sustainable productive and export capacities;
- Consolidate Tanzania’s strategic geographical location through improving the environment for doing business and positioning the country as a regional production, trade and logistic hub;
- Promote availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other production and services delivery;
- Accelerate broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups;
- Improve quality of life and human wellbeing;

- Foster and strengthen implementation effectiveness, including prioritization, sequencing, integration and alignment of interventions;
- Intensify and strengthen the role of local actors in planning and implementation, and
- Ensure global and regional agreements (e.g. Africa Agenda 2063 and SDGs) are adequately mainstreamed into national development planning and implementation frameworks for the benefit of the country.

Among the outcomes associated with the attainment of these objectives, Plan will raise annual real GDP growth to 10 percent by 2021 (from 7.0 percent in 2015), per capita income to US\$ 1,500 (from US\$ 1,043 in 2014) and reduction of the poverty rate to 16.7 percent from 28.2 percent recorded in 2011/12. The Plan also envisages raising FDI flows from US\$ 2.14 billion in 2014 to over US\$ 9.0 billion by 2021; increase electricity generation from 1,501MW in 2015 to 4,915MW by 2020 and improving electricity connections to 60 percent of the population, up from 36 percent in 2015. On average, manufacturing sector will grow by over 10 percent per annum with its share in total exports increasing from 24 percent in 2014/15 to 30 percent in 2020. An under-five mortality rate reduction from 81 deaths per 1000 live births recorded in 2014/15 to around 45 deaths per 1000 live births; maternal mortality reduced from 432 per 100,000 live births in 2014/15 to below 250 deaths by 2020/21. Also, access to clean and safe water in rural areas improved from 72 percent recorded during 2014/15 to 85 percent by 2020/21 and in urban areas to more than 90 percent. As a result, there will be improvement in national human development index from the value of 0.52 (2014) to 0.57 by 2021. Therefore, Shinyanga Municipality as one of the Council in Tanzania has a fundamental role of mainstreaming the National Five Year Development Plan II in promoting industrialization and human development of its community.

2.3.5 The National Agriculture Policy (2013)

Since Independence, Agriculture is still the mainstay and the backbone of the Tanzanian economy contributing to about 24.1% of GDP, 30% of export earnings as well as employing about 75% of the total labour force in the country. The rate of growth in agriculture is higher than the average annual

population growth rate of 2.6% implying also a growth in incomes. However, the average agricultural growth rate of 4.4% 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%. Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10%. Maize is the most important crop accounting for over 20% of agricultural GDP. Agricultural export crops have been growing at about 6% while food crops have been growing at 4 percent. Food and cash crops account for about 70% of rural incomes. During the formulation of the NAP in 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 of 2013 also takes into account the existence of huge potential and opportunities for development of the agricultural sector. Whereas 44 million hectares of land are suitable for agricultural production, only 10.8 million hectares (24 percent) are cultivated mostly under subsistence agriculture. The latter consists of smallholder farmers

The National Agriculture Policy is a result of macro, regional and global economic changes that have bearing on the development of the agricultural sector. At the national level there have been major changes in the National Policy Framework resulting from the implementation of the Tanzania Development Vision (TDV – 2025), the Poverty Reduction Strategy Paper (PRSP), National Strategy for Growth and Reduction of Poverty (NSGRP I and NSGRP II), Long-term Perspective Plan and Five Year Development Plan. The macro policy framework focuses on developing an efficient, modern, commercial, 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. This is based on the fact that, Tanzania's agriculture is the driving force of the country's economy and therefore its development is of paramount importance. In order to achieve that, the sector has to grow at, at least 6 per cent. The Vision, Mission and Objectives of the National Agricultural Policy are:

The Vision is to become 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. The specific objectives are to: i) Strengthen agricultural support and technical services (research, mechanization, irrigation, extension and training); ii) Increase production, productivity and profitability from utilization of the factors of production (land, labour and capital); iii) Enhance national food and nutrition security and production of surplus for export; iv) Improve agricultural processing with a view to add value to agricultural produce and create jobs; v) Enhance production of quality products in order to improve competitiveness of agricultural products in the domestic, regional and international markets; vi) Increase foreign exchange earnings from exportation of agricultural products; vii) Provide enabling environment to attract private sector investment to take advantage of existing comparative and competitive advantages; viii) Strengthen inter-sectoral coordination and linkages to increase efficiency and effectiveness; ix) Protect and promote integrated and sustainable utilization of agricultural lands; and x) Promote implementation of cross cutting issues in agricultural undertakings.

Since Shinyanga Municipal Council has a total land of 250 square kilometres suitable for agriculture which is about 45.6% of the total area of the Council, and the economic development of Shinyanga Municipality is mainly depend on agriculture, where over 50.2% of the active working population earns their livelihood, it is imperative for the Municipal council to strategize its resources in realizing the agriculture policy objectives.

2.3.6 National Livestock Policy (2006)

Livestock Industry has an important role to play in building a strong national economy and in the process of reducing income and social inequalities among Tanzanians by increasing their incomes and employment opportunities, while nurturing the natural resources. The rationale behind the National Livestock Policy is to commercialize the industry and stimulate its development while conserving the environment. The aim is to support the livelihoods of livestock farmers through increased incomes and self-sufficiency in food of animal origin and thus addressing the goals set in the National Strategy for Growth and Reduction of Poverty (NSGRP) of 2004. The Policy has taken into account the comparative advantage the country has as regards to the large livestock population compared to most African countries. It has also considered current developments in trade liberalization, globalization, privatization and divestiture of state enterprises, enhancement public-private partnership, advances in science and technology, which have direct impact on the development of the livestock industry. The Policy further emphasizes on the importance of value addition in order to access competitive markets and to prolong shelf-life of livestock products. Tanzanian population is expected to increase to 55.2 million by the year 2025 thereby significantly increasing demands for livestock and livestock products; therefore a need for special emphasis on improvement of livestock productivity.

The Vision of livestock policy is: By year 2025, there should be a livestock sector, which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation while conserving the environment. The mission of the livestock policy is: To ensure that livestock resource is developed and managed sustainable for economic growth and improved human livelihoods. The overall objective of the National Livestock Policy is to develop a competitive and more efficient livestock industry that contributes to the improvement of the well being of the people whose principal occupation and livelihood is based on livestock. The specific objectives of the National Livestock Policy are to:

- i. Contribute towards national food security through increased production, processing and marketing of livestock products to meet national nutritional requirements.

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

Large area which is suitable for agriculture is also suitable for grazing land in Shinyanga Municipal Council and it is estimated to be 250 square kilometres. With a diverse species of animals where there are indigenous chicken is the most widely kept livestock in the Council has about 74258 chickens followed by indigenous cattle 39377 and goats 31153, dairy cattle 1558 and 12402 sheep as well as 690 donkeys which are the least kept livestock by the people. Therefore, Shinyanga Municipality has vast significant potentials in achieving the National livestock policy.

2.3.7 Open Government Partnership (OGP)

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

business more open to its citizens hence improve public service delivery, government responsiveness, combating corruption and building greater trust. As stipulated under the Tanzania OGP Action Plan of 2012/2013, the OGP commitments are focused on the four pillars namely transparency, accountability, citizen's participation and technology and innovation. Our main focus is in the Health, Education and Water sectors. On transparency, the commitment is to improve various government websites to enable citizens to access information freely and timely. A citizens Budget in simplified language has been produced. The aim is to make citizens aware of the national budget components.

To spearhead good governance across the Government, several key and crosscutting governance reforms are being implemented. These core reforms are; the Public Service Reform Program (PSRP), the Local Government Reform Program (LGRP), the Legal Sector Reform Program (LSRP), the Public Financial Management Reform Program (PFMRP) and the National Anti-corruption Strategy and Action Plan (NACSAP). In line with these reforms, sector specific programmes have been undertaken to improve service delivery through the implementation of Decentralization by Devolution (D-by-D). These programmes constitute the policy and strategic framework for enhancing accountability, transparency and integrity in the use of public resources in order to improve service delivery in which Shinyanga Municipal council must adhere to in achieving its Mission and vision.

2.3.8 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognized as one of the significant sector in employment creation, income generation, poverty alleviation and as a base for industrial development. It is estimated to generate about one third of National 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. Based on the importance of this sector and its potentials, the SME Development Policy has been designed to revitalize the sector to enable it 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 industrialization in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionizing 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 utilization of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The overall objective of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy

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

of the sector, Be committed to facilitating support programmes aimed at improving SMEs' access to market. Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products and facilitate strengthening of institutions and associations supporting the SME sector. Therefore, since industrialization is now a national agenda, and Shinyanga municipality is dominated by small scale industries which contribute to the development of the council, the Council has the role of coming up with strategic options of using the available opportunities provided by the government to enhance the capacity of SMEs in the council and hence foster development of the people and council at large.

2.3.9 Local Government Reform Programme (1998)

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

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

2.3.10 Cooperatives Development Policy

This policy emphasizes on first transformation of farming from subsistence to commercial enterprises for the majority of producers, secondly assisting

farmers to undertake critical problem analysis and assessment to understand the available alternative opportunities, production costs and market trends so that they can allocate their resources more efficiently value adding, and improvement of quality of products. Therefore, the cooperatives development policy provides some of the key challenges and opportunities for future development in this sector. In particular, the policy narrates the roles and responsibilities of the Government and other stakeholders in the promotion of autonomous competitive and member based cooperatives under the free market economy. Shinyanga municipal council has shown a considerable success with a total of 83 cooperative societies of which consist 8 AMCOSS and 75 SACOSS. Thus, it is the obligation of the council to promote its cooperative societies as the engine of economic growth of the council.

2.3.11 Sustainable Development Goals (SDGs)

Following the completion of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th September, 2015. The Sustainable Development Goals are the new global sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals by 2030 deadline. Therefore Shinyanga 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 Shinyanga Municipal Council should contribute to achieve in long term are summarized as follows:-

- Goal 1: End poverty in all its forms everywhere
- Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Goal 4: Ensure inclusive and quality education for all and promote lifelong learning
- Goal 5: Achieve gender equality and empower all women and girls
- Goal 6: Ensure access to water and sanitation for all
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

- Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all
- Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation
- Goal 10: Reduce inequality within and among countries
- Goal 11: Make cities inclusive, safe, resilient and sustainable
- Goal 12: Ensure sustainable consumption and production patterns
- Goal 13: Take urgent action to combat climate change and its impacts
- Goal 14: Conserve and sustainable use the oceans, seas and marine resources for sustainable development.
- Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16: Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17: Revitalize the global partnership for sustainable development

Generally the Sustainable Development Goals (SDGs) focuses in all aspects of human growth and development that Shinyanga Municipality should direct its resources in achieving them. The SDGs focus at key issues of: No Poverty, Zero Hunger, Good Health and Well-being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Decent Work and Economic Growth, Industry Innovations and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Responsible Production and Consumption patterns, Climate Actions, Peace, Justice and Strong Institutions, Partnership for Goals (Finance, Technology, Capacity-Building, Trade, Systemic issues, data, monitoring and accountability) in which the council is responsible in addressing all of the identified issues in promoting development of its people and thus meeting the Global targets.

2.4. Stakeholders Analysis

Shinyanga Municipal council is composed of consortium heterogeneous community with diverse specialization, capacity and interest. Stakeholders analysis for Shinyanga Municipal Council involved the process of analyzing individuals, groups of people, institutions or firms that may have either, or both a significant interest and influence in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). However, a basic premise behind stakeholders' analysis in the council was that, different groups have different concerns, capacities and interests, hence need to be explicitly understood and recognized in the process of problem identification, objective setting and strategies selection. The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analyzing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries, and minimize its potential negative impacts (including stakeholder conflicts).

Table 27: Stakeholders Analysis Matrix for Shinyanga Municipal Council

N o	Name	Service delivered by stakeholder	Expectation of stakeholder	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
1	Community	Providing socio-economic services	Timely service delivery Provision of high quality services	Loss of trust Loss of morale of contributing in development activities Sabotage of infrastructure	H
2	Central government	decision making making policies, laws and regulations	Progress report and other LGA information Implementation of various policies	Demotion of staff Sanction	H

N o	Name	Service delivered by stakeholder	Expectation of stakeholder	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
			Provision of high quality services		
3	Financial Institutions (CRDB,NMB, TPB, NBC	Conducive working environment Interest	To have a conducive working environment Collaboration with SMC Winning more customers Profit maximization	Run bankruptcy Failure to contribute towards council development	M
4	Credit Firms (Bayport,Platnum, Vision fund,pride,Faidika	Conducive working environment Interest	To have a conducive working environment Collaboration with SMC Winning more customers Profit maximization	Running into bankruptcy Failure to contribute towards council development	L
5	Telecommunication companies (Tigo,VodaHalotel TTCL and Airtel	Conducive working environment Customer to their services	To have a conducive working environment Collaboration with SMC Security Timely payment of utility bills	Shutting down their investment Failure to contribute towards council development	M
6	Utility agencies (TANESCO,KASH UWASA	Conducive working environment Customer to their services	To have a conducive working environment Collaboration with SMC Security Timely payment of utility bills	Failure of service provision Failure to contribute in development initiatives	H

N o	Name	Service delivered by stakeholder	Expectation of stakeholder	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
7	NGO'S	Conducive working environment	To have a conducive working environment Collaboration with SMC	Failure of service provision Failure to contribute in developmen t initiatives	M
8	Political parties (CCM, CHADEMA, CUF,	Various council reports e.g progressive report	Implementation of party manifesto Maximum cooperation Balanced democracy Timely service delivery	Mistrust Disciplinary action	H
9	Councilors	Implementatio n reports Statutory benefits Technical advice	Good governance Political will Provision of high quality social services Managerial accountability	Bad relationship Disciplinary action	H
10	Faith Based Organizations	Security provision Service delivery Conducive environment	Technical support Collaboration with SMC security	Without awareness and solidarity, developmen t will not be forthcoming	M
11	Trade Unions	To get more members Contribution from workers	To win more members Timely disbursement of contribution Maximum collaboration from employees	Failure to operate/fulfil l their duties Conflict between trade unions and employees	M

N o	Name	Service delivered by stakeholder	Expectation of stakeholder	Potential impact if expectation is not met	Rank H=High M=Medium L=Low
12	Social Security Fund(PSPF, NSSF, LAPF, PPF	To get more members Disbursement of Contribution	Timely disbursement Maximum collaboration from employees	Run into bankruptcy Failure to pay retirement benefit Conflict with employees	H
13	Religious Organizations; e.g. RC AIC, SDA KKKT Pentecostal Churches BAKWATA	Ensuring peace and security Conducive working environment	To win more followers Social services Technical expertise and advice Social services	Fail to cooperate Loss of faith and self esteem	H
14	Donors (save the children, AGPAHI, Pathfinder, EQUIP TZ)	Adherence to conditions and agreements	Maximum collaboration from employees Adherence to support conditionalities Proper utilization of financial services	Shying away (cutting off support)	H
15	Workers Compensation fund	Ensuring peace and security	Timely disbursement of workers contribution fund	Failure to compensate workers Failure to provide the required workers service	H

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

In achieving human growth and societal development, Shinyanga Municipal council requires effective utilization of its Strength and Opportunities to address the existing Weaknesses and challenges. The internal and external

situational analysis conducted in the Council identified different strengths, weaknesses, opportunities and challenges that need to be addressed and exploited. The following is the summary of SWOC analysis of the District Council.

2.5.1 Strengths

- Transparency and governance business has been recorded with outstanding credit
- For ensuring credibility, Shinyanga Municipal Council has developed guidelines and standards for quality service assurance and delivery through Customer Service Charter.
- Workers' Council that meets twice a year
- Existence of staff motivation system i.e. OPRAS
- The council has a qualified and competent staffs
- Implementation of various development projects initiated by the council for example construction of new abattoir, and roads
- Ability of Municipal council to survey plots for land based development purposes
- Ability of MC in the management of solid wastes
- Availability of training need assessment and Capacity building plans
- High management of solid waste management
- The council managed to build a meeting hall financed by the council own source
- Environmental conservation particularly Afforestation

2.5.2 Weakness

- Low budgetary allocations for development activities
- Low revenue collection from internal sources
- Inadequate team work among workers
- Inadequate staff incentives for attraction and retention
- Existence of unplanned settlement
- Weak management and project supervision
- Weak contract management

2.5.3 Opportunities

- Offices equipped with modern technology. IT Modules have been developed and rolled out to improve Shinyanga Municipal Councils, examples are management Information System (MIS) which include Plan Rep, EPICOR, LGMD, DROMAS, LGRCS, and Property register
- High commitment by all stakeholders to Municipal programmes. This commitment is most reflected in service delivery, mobilization and sensitization of the community.
- Good government Policies: The decentralization policy has enhanced people's participation in decision making
- Ensured support from the Central Government
- Political support from its party leaders
- Availability of foreign and local investors
- Administrative structure in place (organizational structure)
- Availability of various stakeholders
- Availability of support from regional secretariat
- Availability of infrastructure like railway line, Airport, and Tarmac road for easy communication.
- Strong government system, structure and political representation of the community.
- The council has relatively fertile soil and potentiality for irrigation agriculture in some areas.
- Availability of enough water for various use

2.5.4 Challenges

- Inadequate staffs in some of department
- There is limited personnel development through training
- There is untimely release of fund for development projects.
- Poor technological adaptation among the community
- Existence of poverty among the community members
- Natural calamities e.g. drought to some areas
- Unreliable market for livestock and cash crops
- Low level of education to some communities
- Weak cooperative societies

- Political interference on some management decision
- Poor transport facilities
- Shortage of infrastructure i.e. classroom, latrines ,accommodation
- Low loan repayment to some community groups
- Unreliable promotion to some staffs
- Weak community ownership of some development projects
- Adhoc directive from Central government
- Inadequate source of revenues as it now some controlled by the government

2.6 Core Values

Effective implementation of Shinyanga Municipal Council strategic plan shall be guided by 6 core values. They will be the enduring beliefs of the Municipal Council and the staffs that inhabit it hold in common and endeavour to put into action. Values shall lead the Municipal staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite norms for effective and efficient service delivery in the Municipal council. The following are core values that shall guide the implementation of this strategic plan.

2.6.1 Integrity

Integrity is one of the most important and oft-cited of virtue terms. The concept of integrity has to do with perceived consistency of actions, values, methods, measures, principles, expectations and outcome. When used as a virtue term, “integrity” refers to a quality of a person’s character. It is the quality of having a sense of honesty and truthfulness in regard to the motivations for one’s actions. Persons of integrity do not just act consistently with their endorsements, they stand for something: they stand up for their best judgments within a community of people trying to discover what in life is worth doing. Some commentators stress the idea of integrity as personal honesty: acting according to one’s beliefs and values at all times. Speaking about integrity can emphasize the “wholeness” or “intactness” of a moral stance or attitude. Some of the wholeness may also emphasize commitment and authenticity. In the context of accountability, integrity serves as a measure of willingness to adjust value system to maintain or improve its consistency when an expected result appears incongruent with observed

outcome. Some regard integrity as a virtue in that they see accountability and moral responsibility as necessary tools for maintaining such consistency. Thus, Shinyanga Municipal Council opts to a council of integrity to all the people not only residing within the council, but the nation and world at large.

2.6.2 Professionalism

Professionalism refers to "the conduct, aims, or qualities that characterize or mark a profession or a professional person"; and it defines a profession as "a calling requiring specialized knowledge and often long and intensive academic preparation." It entails a distinctive form of decentralized occupational control and regulation which constitutes an important component of civil society. Professions create and maintain distinct professional values or moral obligations (e.g. codes of ethics), which restrain excessive competition by encouraging cooperation as well as practitioner pride and satisfaction in work performance – a form of individualized self-regulation. Indeed it could be argued that professional commitment (professionalism) has frequently covered for the various failures of statutory and organizational forms of work regulation. Where statutory and organizational forms have been seen to impoverish the quality of work, and increase the bureaucracy, professionalism can be defended as a uniquely desirable method of regulating, monitoring and providing complex services to the public. Therefore, Shinyanga municipal council is devoted to deliver her services to the community in a manner of professional commitment in order to achieve her mission and vision.

2.6.3 Customer focus

Customer focus is an approach to achieving organizational success by aligning systems, processes and activities around a common purpose, which is the "customer". Organizations can choose to focus on a range of things like quality services, manufacturing efficiency, internal processes, and new product development. These things are important, however only customer focus ensures that the organization is delivering to the changing needs of those people that will keep them in business. Customer focus is different to customer service. Customer service relates to the interactions between frontline personnel and customers, where as Customer focus

relates to the alignment of the organization's vision, strategy, people, processes and systems, to deliver on identified customer needs. While customer service is the role of a team or department, customer focus involves everyone in the organization.

Successful and sustainable organizations will be those that have identified the unique needs of their customers, and have aligned all parts of their business to deliver a consistent customer experience. Customer insights will inform their approach to marketing, customer service, HR, finance and operations. Thus, for the organization to become customer-focused, need to:

- Understand who their customers are, and seek to generate deep insights into their needs and drivers
- Align their business strategy, systems and people to deliver on those needs
- Continue to engage with customers over time to inform continuous improvement efforts

Therefore, to fulfill her vision and mission as well as service delivery to the people of Shinyanga Municipality has decided to employ customer focus approaches on her daily activities.

2.6.4 Team work

Teamwork calls for collaborative efforts of a group of people to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. It is an essential part of workplace success where everyone in the workplace works together to accomplish goals, and thus achieves more. The ability to work as part of a team is one of the most important skills in today's job market. Employers are looking for workers who can contribute their own ideas, but also want people who can work with others to create and develop projects and plans. Teamwork involves building relationships and working with other people using a number of important skills and habits such as: Working cooperatively, Contributing to groups with ideas, suggestions, and effort; Communication (both giving and receiving); Sense of responsibility; Healthy respect for different opinions, customs, and individual preferences and ability to participate in group decision-making.

Teamwork needs to be built on trust, which can only be achieved through honesty, openness, consistency, and respect to each team member. All the members of the team know what they are supposed to do, and feel less stressed knowing that other people on the team will be working closely with them, helping them whenever necessary. In this regard, Shinyanga Municipal council has devoted to perform her activities in a Team work spirit.

2.6.5 Confidentiality

Confidentiality refers to the concept process of ensuring that information is accessible for reading, listening, recording or physical removal only to subjects entitled to it and that subjects only read or listens to the information to the extent permitted. An information subject may be a person, a process or an organization. Confidentiality is an important principle in ethics, and is a central part of all research projects. Confidentiality is about your privacy, meaning that any information you tell someone will be kept between you and that person, unless it is clear that it is public or open access information.

Confidentiality therefore may include or imply two particular spheres: that which is private and that which is public. These spheres however are not always clear-cut and the boundaries between them not only require definition but any infringement of either needs to be known and accepted by both the service provider and client. Thus, Shinyanga municipal council shall maintain and observe a considerable confidentiality in providing necessary information to the clients, public and the national in general with full responsibility and integrity.

2.6.6 Environment Conservation

Environmental conservation refers to the protection, preservation, management, or restoration of natural environments and the ecological communities that inhabit them. Conservation is generally held to include the management of human use of natural resources for current public benefit and sustainable social and economic utilization. It is an umbrella term that defines anything we do to protect our planet and conserve its natural resources so that every living thing can have an improved quality of life. The

conservation, protection and management of indigenous, ecological and sacred sites have in recent times received global attention because of the tremendous potential they hold for sustainable livelihoods, recreation and scientific research.

The Local Government system in Tanzania is based on political devolution and decentralization of functional responsibilities, powers and resources from central government to local governments and from higher levels of local governments to lower levels of local governments and overall empower the people to have ultimate control over their resource and welfare. The use and exploitation of today's available resources should be done in such a manner that these resources will be available for use by future generations. In other words, consumption today with tomorrow in mind. That suggests putting environmental conservation and management issues at the forefront of development process. Therefore, Shinyanga municipal council shall devote her resources towards environmental conservation measures by encouraging participation of Local community members into various environmental conservation programmes that shall make them feel that those programmes are theirs and hence geared towards improving their lives.

CHAPTER THREE

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2014/2015-2018/2019 STRATEGIC PLAN

For the past five years Shinyanga Municipal Council had been implementing its five year strategic plan. The performance review involved a critical assessment of the implementation of the previous strategic plan to measure outcome or impacts and longer term consequences of the interventions. For the period 2014/ 2015 to 2018/2019 Shinyanga Municipal council committed its financial, human and material resources in implementing its five year medium term strategic plan; the effect or the change resulting from the interventions from the previous strategic plan was assessed in 13 departments and 6 sections. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints. The summary of achievements and constraints is presented below.

3.1 Achievements attained during implementation of the previous strategic plan

3.1.1: *Achievements attained in Human Resource and Administration Sector*

- Recruitment of 230 employees for the council out of 321 targeted.
- Conducting 10 workers' council meetings.
- Conducting 260 management meetings.
- Participating into National Festivals.
- Conducting OPRAS training to 450 SMC staff.

3.1.2: *Achievements attained in Election and Good Governance Sector*

- Identifying and obtaining 158 polling stations for Shinyanga urban constituency for 2014 and 2015 elections.
- Conducting and supervising electoral process and procedures for 2014 and 2015 elections.
- Prepared and submitted 2014 by-election and 2015 general election reports to PORALG and NEC.

- Keeping records of political election reports and equipment.
- Civic and political matter awareness to ordinary citizens created before and after elections.

3.1.3: Achievements attained in Health Sector

- HIV/AIDS prevalence rate reduced from 6% to 4.5%
- Malaria morbidity rate reduced from 34% to 15%
- Advocacy and sensitization done to increase number of health facilities providing CHF services from 6 to 10.
- Availability of medical supplies and reagents increased from 46% to 52%
- Availability of hospital equipment increased from 15% to 18%
- All under one year children immunized by 98% by June, 2018.
- Quality of service delivery improved from 74% in the year 2017 to 73% by June, 2018.
- TB and Leprosy case finding increased from 77% in the year 2017 to 80% in 2018.

3.1.4 Achievements attained in Secondary Education Sector

- Awareness on HIV/AIDS to students and teachers has increased
- Each school has managed to formulate corruption club and awareness has increased from 75% to 95%.
- Pass rate increased for form two examinations from 86% to 95% and form four examinations from 68% to 78% while form six examinations increased from 80% to 95% in the year 2014 to 2017 respectively.
- All 22 secondary schools participated fully in UMISETA competitions and enable the council to be the first winner in Regional level in the consecutive four years.
- Dropout rate is reduced from 20% to 4% following removal of school fees and other contributions.
- Enrollment has increased from 80% to 96% following removal of school fees and other contributions.
- One Advanced level secondary school has been established at Old Shinyanga Secondary School within Old Shinyanga Division.

- Monitoring and supervision were constantly undertaken to all 22 secondary schools; 17 public and 5 private schools.
- 500 students from poor families were supported by non-governmental organization called CAMFED from ten secondary schools.
- Various infrastructures have been constructed; 38 toilets, 4 classrooms and 2 classrooms at each school in 17 schools, 43 laboratories, 1 dining hall and 1 dormitory.

3.1.5 *Achievements attained in Agriculture, Irrigation and Cooperative Sector*

- 21 Agriculture staffs trained in combating petty corruption
- Paddy production increased from 2500kg/ha to 2700kg/ha
- The area surveyed for irrigation activities were 2,268 hectares
- 23 Farmers adopted new farming technology namely drip irrigation technology, hanging garden and kitchen garden farming systems.
- High coverage of extension services to farmers increased from 3,520 to 8,300 farmers.
- 20 Farm field school established
- Only 2 tractors procured.
- 93% food security ensured in which drought resistant crops such as sorghum, cassava sweet potatoes and bulrush millet were cultivated.
- 271 farmers trained on best agronomic activities of cotton production.

3.1.6 *Achievements attained in Livestock and Fisheries Development*

- 3 motor cycles were procured and used as means of transport for extension officer.
- Livestock breed improved from 15% to 21%
- 1,000 dogs vaccinated against rabies
- 35,678 chicken vaccinated against newcastle disease
- 38 fish pond constructed
- Construction of fence at Old Shinyanga Livestock Market
- Rehabilitation of Nguzo nane slaughter house

- One modern Abattoir at Ndembezi is under construction
- 22 livestock stakeholder participated to NANENANE exhibition
- 32 staff trained on how to collect field data and report writing
- Eight Automatic syringe and nine burdizzo provided to extension staff

3.1.7 Achievements attained in Planning, Statistics and Monitoring Department

- Council Budgets and Plans were prepared and submitted on time
- Monitoring, supervision and inspection of council development projects conducted
- Council socio-economic data and profiles have been prepared
- Conducive working environment improved
- Community projects were initiated and implemented
- Annual assessments of council development project have been conducted

3.1.7 Achievements attained in Beekeeping and Natural Resources Sector

- 1,050,000 trees planted
- 7 wards enhanced on beekeeping technology and its products
- 10 Beekeeping groups formed in 5 wards
- Environmental and social hazards reduced from 30% to 25%

3.1.9 Achievements attained in Trade and Finance Sector

- 14 employees have been trained on HIV/AIDS issue
- 17 employees were capacitated on the effect of petty and grand corruption at work place.
- 4 markets infrastructures and 1 bus stand have been improved.
- Revenue of Tshs. 8,178,645,176.73 was collected
- 457 traders have been trained on entrepreneurship
- 156 industries have been inspected and given advice on improving quality of products
- 15 employee have attended short courses
- 7 staff have being supportive in the preparation of final statements

3.1.10: Achievements attained in Internal Audit Section

- 80% of all audited areas/scope were covered.
- Council audit reports prepared and submitted on time to various stakeholders.
- Council risk and fraud policy and risk register were developed and operating.
- One Internal Auditor obtained Certified Public Accountant (CPA) certificate.

3.1.11: Achievements attained in Works Section

- 1,140.3 kms of roads were routine maintained
- 954 kms of roads were spot improved
- 122 kms of roads were periodic maintained
- 123 lines of culverts were constructed
- 2,457 meters of drainage were lined
- 3 bridges were constructed
- 4.4 kilometers of tarmac road were upgraded
- 1,200 m² public car parking were constructed
- 10 % of office equipment was increased
- 70% of statutory benefits were obtained to department staff
- 10% of skilled and mixed human resources were reduced
- 85% of vehicles and working equipment were maintained

3.1.12: Achievements attained in Legal Unit Section

- Legal Unit has been staffed with competent staff throughout last 5 years period, hence stable in its performance and duties. Previously it had none.
- Legal Unit has been able to recover council belongings worthy approximately 3.4 billion subject to litigations of court proceedings.
- One staff received training at law school

3.1.13: Achievements attained in Water and Sanitation Section

- Number of schools having sanitation clubs increased from 9 to 16
- 122,750 people served with clean, affordable and safe water
- 17 COWSOs established, trained and operating
- 1 staff increased through transfer

3.1.14: Achievements attained in Environment and Solid Waste Section

- Households, institutions and commercial areas were provide with solid waste storage containers/bins by 55%
- Collection and transportation of solid waste generated daily rose from 47% to 57%
- Solid waste management (SWM) fee collection from households, institutions and commercial areas increased from 10 % to 15%.
- 2 personnel were recruited
- 10 health officers trained in SWM skills.
- Annual Operational and Maintenances plans and budgets on SWM were prepared by 100% by 2018
- Collection on fines and penalties increased from 60% to 80%
- 40% of institutional and financial frameworks on SWM were improved
- Defaulted business owners of food products reduced from 40% to 32% by 2018
- Knowledge to Business owners of food products defaulters increased from 20% to 28% by 2018

3.1.15: Achievements attained in Procurement Management Section

- Availability of improved Municipal procurement plans as per PPRA.
- Improved tender documents and contracts preparations for development projects, goods and services.
- Number of staff trained for Public Procurement Act and its regulations with its amendments increased.

3.1.16: Achievements attained in ICT and Public Relations Section

- Local Area Network LAN installed in all headquarter offices and at Kambarage health centre
- 50 government mail and council website created for council staff and other stakeholders
- Implemented and supervised operationalization of government systems such as EPICOR, LAWSON, LGRCIS, MIS, SIS, BEMIS, PLANREP, FFARS, GOTHoMIS, IMIS and Attendance register system.
- The use of ICT infrastructures and devices maintained.

3.1.17: Achievements attained in Lands and Town Planning Section

- 98% of land rent fees were collected
- 23 acres have been acquired and compensated as a municipal land bank
- 13 wards were involved in land use plans.
- 5,002 plots have been surveyed

3.1.18: Achievements attained in Primary Education Section

- Is the leading council among six councils in our Region in Primary school Leaving Examinations (PSLE) for 5 years consecutively
- There is an increased enrollment of standard one pupils from 4,923 in 2015/16 to 7,383 in 2017/18
- Procurement of enough primary school desks enabling approximately all pupils to seat on desks.
- Increased number of Government primary schools from 46 in 2014 to 48 in 2018

3.1.19: Achievements attained in Community Development Section

- Economic empowerment of 77 women and 39 youth groups by providing them with soft loans.
- Economic catalyst of the Municipal and National economic development
- Awareness to 72 villages/mitaas created on the importance of CHF membership.

- Enrollment of 8,709 members to Community Health Fund out of targeted 33,623 which is equivalent to 25.9%
- Providing education to community based on life skills, livelihood and self-employment, civic participation and sexual reproductive health and rights.

3.2 Constraints hampered implementation of the previous strategic plan

- Availability of Ghost worker with fake certificates
- Delay of recruitment permit from President's Office Public Service Management.
- Different levels of understanding among the participants / stakeholders.
- Inadequate extension officers in wards and village levels
- Low farmer participation in production by practices on farm field school
- Unreliable rainfall which affect crop production.
- Low adaptation of drought resistance crops among farmers (some farmers cultivate crops that are not drought resistant)
- Late seeds and other agricultural input disbursement to farmers
- Reduced revenue collection caused by some of the sources being shifted to and collected by the central government.
- Financial and human resource constraints
- Inadequate number of health facilities providing CEMONC Services.
- Shortage of skilled staff
- Shortage of health facilities
- Shortage of skilled health care provider
- Few TB/leprosy diagnostic Centre
- Inadequate skills of HCWs on signs and symptoms of TB/leprosy
- Other infrastructure like dip, charcoal dam, loading rump and slaughter slab were not constructed or rehabilitated due to financial constrain

- Delayed construction projects due to late disbursements of fund
- Demonstration pond were not constructed due to financial constraint.
- Other diseases like CPP and CBPP were not vaccinated due to lack of vaccine from the Ministry
- Shortage of teachers especially science and mathematics subjects teachers.

CHAPTER FOUR

THE PLAN

4.1 VISION

To be a strategic safe city for industrialization and provision of high quality services for sustainable development by 2025.

4.2 MISSION

To provide high quality services and create conducive environment for investment through effective utilization of available resources for sustainable development.

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 Strategic Objective 1

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- E. Good Governance and Administrative Services Enhanced

4.4.1.1 Result Area: Human Resources and Administration

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	138 staff of Human Resource and Administration department trained on HIV/AIDS prevention by 2021	Train HR and Administration staff on HIV/AIDS infections	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	138 of Human Resource and Administration department staff trained on the effect of corruption by 2021	Train HR and Administration Department on causes and effects of corruption	Number of staff trained
E. Good Governance and Administrative Services Enhanced	Number of employees increased from 1,516 to 2,114 by June 2021.	Submit personal emolument (PE) Request recruitment permit	Number of employees recruited
	1,700 employees promoted by June 2021.	prepare of personal emolument (PE) Promotion requested employment permit from Permanent Secretary public services	Number of employees promoted
	104 Statutory Meeting conducted by 2021	Establish time table, Budget Estimate	Number of statutory meetings conducted
	23 Councilors trained	Train	Number of

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	on good governance and leadership skills by June 2023.	councilors concern good governance and leadership skills	Councilors trained.
	D by D conducted by June 2023.	Conduct statutory meetings	Increased number of peoples' participation
	training programme Implemented by June 2023	Conduct training need assessment	Number of employee trained
	One Municipal Director residential house constructed by 2023	Conduct site allocation monitoring and evaluation	Number of house constructed
	All grievances and complains timely handled by 2023	Conduct departmental meetings Fabricate suggestion boxes Prepare service client charter	Number of employees complains and grievances resolved
	Administration offices constructed by 2023	Conduct site allocation monitoring and supervision	Number of administration offices constructed
	Orientation for all new employees implemented by 2023	Prepare and facilitate training programme	Number of new employee trained
	Working environment to	Paid	Number of

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	1,516 employees improved by 2023	allowances Retouring	employees with improved working environment

4.4.2 Strategic Objective 2

- 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

4.4.2.1 Result Area: Agriculture Irrigation and Cooperative

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	18 staff of agriculture department trained on HIV/AIDS prevention by 2023	Solicit funds for training agriculture, irrigation and cooperative staff on HIV/AIDS infections. Train agricultural staff on HIV/AIDS infections	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	18 agriculture, irrigation and Cooperative staff trained on the effect of grand and petty corruption by	Solicit funds for training. Train staff on grand and petty corruption	Number of staff trained

Strategic Objectives	Targets	Strategies	Performance Indicators
	2023		
C. Access to Quality and Equitable Social Services Delivery Improved	Drought resistant crops for food security purposes increased from 5810 hectares to 15000 Ha by 2023	Train farmers on proper agronomic activities.	Number of hectares of Drought resistant crops for food security purposes increased
	Farmers attain new agricultural technology through National Exhibition increased from 600 to 2500 by 2023	Exposure to farmers with new technologies and practices through national agriculture shows.	Number of farmers attain new agricultural technology through National Exhibition increased
	Nutrition status of farmers increased from 4% to 10% by 2023	Mobilize farmers on proper cultivation of different crops according to weather and crop preference	Percentage of Farmer's nutrition status increased
	8 AMCOS established by 2023	Mobilize community Ensure strong and accountable AMCOS.	Number of AMCOS established
	Extension services to farmers increased from 77% to 100% by 2023	Conduct regular visit to farmers	Percentage of extension services delivery increased.
	Increase extension services through	Mobilize community. Construct	Number of resource center constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	construction of resource center from 1 to 17 in 17 wards by June 2023	resource center.	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	3 semi-finished Irrigation schemes completed by 2023.	Mobilize community. Construct Irrigation semi-finished irrigation scheme.	Number of semi-irrigation schemes constructed.
	Urban agriculture in Shinyanga Municipal council established by 2023	Survey More Potential Areas Intended For Irrigation (bore holes, green houses and Aquaponics). Establish Different Irrigation Systems In Surveyed Areas	Number of hectare surveyed and irrigated
	Improving economic status of the farmers by increased cotton production from 750kg/ha to 2500kg/ha by 2023	Train farmers on proper agronomic activities for cotton produced area.	Amount of cotton harvested per hectare increased.
	One new NANENANE recreation Center at Old Shinyanga	Formulate NANENANE recreation Center. Conduct Technical	NANENANE Recreation Center constructed.

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Ward developed by 2023	Studies of nanenane recreation center. Construct NANENANE Recreation center.	
	Area of drip Irrigation in Shinyanga Municipal Council (Mwagala Village) Established by 2023	Survey More Potential Areas Intended For Irrigation. Establish Different Irrigation Systems In Surveyed Areas	Number of hectare surveyed and irrigated established
E. Good Governance and Administrative Services Enhanced	Conducive working environment to 20 agriculture staffs facilitated available by 2023	Procure 4 Motor cycles for Agricultures staffs.	Number of staff with conducive working environment

4.4.3 Strategic Objective 3

G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.3.1 Result Area: Environment Conservation and Solid Waste Management

Strategic Objectives	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment	Environmental and social hazards reduced from 25% to 20% by 2021	Train Ward, Mitaa and village Committees	Percentage of hazards reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
Enhanced and Sustained	Industrial environmental management raised from 60% to 70% by 2023	Inspect industries periodically. Orient the industrial Directors on environmental protection.	Percentage of hazards raised
	Ensure number of trees planted and survive annually increased from 900,000 to 1,500,000 by 2023	Establish enough tree nurseries Collect enough tree seeds	Number of trees planted
	17 tree farms established in all Wards to provide creational areas by 2013	Identify areas Survey areas Compensate for acquired areas.	Number of tree farms established

4.4.4 Strategic Objective 4

- 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
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment Improved

4.4.4.1 Result Area: Community Development and Social welfare

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections	Community new HIV/AIDS prevalence reduced from 4.5%	Allocate fund Conduct advocacy meetings of HIV/AIDS	Percent of prevalence

Strategic Objectives	Targets	Strategies	Performance Indicators
Reduced A. Services Improved and HIV/AIDS Infections Reduced	to 3% by 2023.	prevalence to community.	
	MVC/OVC(PLWHA) supported to access education increased from 12.2% to 61% by 2023	Allocate funds Re identify MVC/OVC (PLWHA) Support MVC/OVC(PLWHA) to to access education.	Percent of MVC/OVC(PLWHA) supported
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	17 staff trained on the effect of grand and petty corruption by 2023	Solicit funds for training Train staff on the effect of grand and petty corruption.	Number of staff trained.
	Community in 17 Wards sensitized on the effect of grand and petty corruption by 2023	Solicit funds for sensitization. Sensitize community in Wards on the effect of grand and petty corruption	Number of wards sensitized
C. Access to Quality and Equitable Social Services Delivery Improved	22 members of NPA- VAWC protection committee trained on the specific roles of VAWC protection Committee at Council level by 2023.	Solicit fund for training. Train members on the specific roles of protection committee at Council level.	Number of NPA-VAWC members trained.
	17 NPA - VAWC protection committees of Ward level trained on the specific roles of VAWC	Solicit fund for training Train NPA –VAWC protection committee.	Number of VAWC protection committee trained.

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	protection Committee at Ward level by 2023		
	500 MVC provided with scholastic materials during commemoration days by 2023	Advocate for NGOs and CBOs to provide Provide MVCs with Scholastic material.	Number of MVCs provided with scholastic.
	Working environment improved from 60 to 65 by 2023	Allocate funds Train staff in short and long courses Procure desktop computer and printer.	Percentage of staff trained and office equipment procured
	Women participated in decision making increased from 24% to 85% by 2023	Solicit fund for meeting Conduct community meetings on women participation in decision making Participate women in decision making	Percentage of women participated.
F. Social Welfare, Gender and Community Empowerment Improved	Child right awareness increased among community from 23.4% to 53.4% by 2023	Solicit fund for community meeting Conduct community awareness meetings on child rights	Percentage of community awareness
	Community income generating activities increased from 51.2% to	Sensitize community to establish income generating	Number of IGAs established.

Strategic Objectives	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	65% by 2023	activities. Establish income generating activities. Organize entrepreneurship training to community members who established income generating activities.	
	Special groups income support increased from 0 to 5 groups by 2023	Identify special groups Mobilize vulnerable community to formulate income generating activities Train vulnerable groups on entrepreneurship and vocational skills. Provide special groups with soft loans Monitor special groups for sustainability.	Number of special groups supported
	Violence against women and children reduced from 39% to 10% by 2023	Solicit fund for community sensitization. Sensitize community to end violence against women, children and disabled	Percentage of violence against women and children

Strategic Objectives	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	500 youth trained on entrepreneurship and vocational skills by 2023	Mobilize youth to form income generating activities. Train youth on entrepreneurship and vocational skills. Provide youth with soft loans Monitor youth groups for sustainability.	Number of youth trained.
	Increased members joining community Health Fund from 11.2% to 50% by 2023	Sensitize community in Wards on the importance of joining Community Health Fund Register members	Percentage of members joined
	birth certificates provided to 29,988 children by 2023	Register child birth Provide birth certificate	Number of children with birth certificate

4.4.5 Strategic Objective 5

- 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
- G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.5.1 Result Area: Beekeeping

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	3 staff of Beekeeping and Natural Resources Section trained on HIV/AIDS prevention by 2023	Set aside a budget for training the beekeeping and natural resources staff on HIV/AIDS infections Train the beekeeping and natural resources staff on HIV/AIDS infections	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	3 beekeeping and natural resources staff trained on the effect of corruption by 2023	Set aside a budget for training the beekeeping and natural resources staff. Train staff on the effect of corruption.	Number of staff trained
C. Access to Quality and Equitable Social Services Delivery Improved	Honey production increased from 0.15 tons to 1.5 by 2023	Train beekeepers the modern beekeeping methods. Train beekeepers the use of modern equipments of Langstroth hive and centrifuge machine.	Tons of honey produced.
	Constructed Beekeeping	Allocate budget Acquire	Beekeeping office constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
	office to provide conducive working environment for staff by 2023	Contractors	
	3 staff enhanced to get medical treatments and take their annual leaves by 2023	Allocate budget Remind staff to take their leaves	Medical treatments enhanced and annual leaves taken
	5 staff recruited	Solicit permit Allocate budget	Number of staff recruited
G. Management on Natural Resources and Environment Enhanced and Sustained.	10 Wards trained on beekeeping and its products management in 2021, enhanced by 2023.	Mobilize beekeeping groups Sensitize beekeeping groups Train beekeeping groups.	Technology on beekeeping and its products management to 10 Wards enhanced by 2023.
G. Management on Natural Resources and Environment Enhanced and Sustained.	Unformed 24 beekeeping groups in 2021 formed by 2023	Sensitize community to form beekeeping groups	Number of beekeeping groups formed
	Train 50 groups on beekeeping management by 2023	Procure set of desktop computer Procure 120 modern beehives for 24 beekeeping groups	Number of beekeeping groups trained

4.4.6 Strategic Objective 6

- 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
- F. Social Welfare, Gender and Community Empowerment Improved
- I. Emergency and Disaster Management Improved

4.4.6.1 Result Area: Agriculture Irrigation and Cooperatives

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV and AIDS prevalence reduced from 6.5% to 3% by 2023	Conduct HIV/AIDS counseling and testing services to community Order HIV test kits Train Health care providers on HIV counseling and testing Order ARV drugs Conduct monitoring and evaluation on HIV/AIDS services	HIV/AIDS prevalence reduced
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	203 health care provider trained on impacts of corruption by 2023	Solicit funds for training health care staff on corruption issues Distributes corruption leafs notes in health facilities	Number of health care provider trained
C. Access to	10 health	Solicit funds for	Number of

Strategic Objectives	Targets	Strategies	Performance Indicators
Quality and Equitable Social Services Delivery Improved	facilities constructions completed by 2023.	completing construction of health facilities.	health facilities completed.
	3 dispensaries upgraded to health centers by 2023	Solicit fund for addition of building to health centers.	Number of dispensaries upgraded
	180 skilled health care providers recruited by 2023	Solicit fund for wages and statutory benefits	Number of skilled health staffs recruited.
	Medicine and medical supplies available by 90% by 2023	Allocate funds for procurement of medicines and medical supplies	Percentage of medicines and medical supplies increased
	3 ambulance procured by 2023	Solicit funds for procurement of ambulance	Number of ambulance procured
F. Social Welfare, Gender and Community Empowerment Improved	7900 elders provided with identity cards by June 2023	Allocate funds for providing ID.	Number of elders provided with ID.
	10110 most vulnerable children provided with CHF cards by 2023	Allocate funds for providing CHF Cards	Number of MVCs provided with CHF Cards.
I. Emergency and Disaster Management Improved	All medicines and medical supplies for disasters management procured by 2023	Allocate funds for procurement of medicines and medical supplies	Medicines and medical supplies procured
	32health care	Allocate funds for	Number of staffs

Strategic Objectives	Targets	Strategies	Performance Indicators
	workers trained on emergency preparedness by 2023	training of health care staffs on emergency preparedness.	trained

4.4.7 Strategic Objective 7

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced

4.4.7.1 Result Area: Livestock and Fisheries Development

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	32 staff of Livestock department trained on HIV/AIDS prevention by 2023	Train Livestock staff on HIV/AIDS infections	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	32 staff of Livestock and Fishery department trained on the effect of grand and petty corruption by 2023	Train staff on grand and petty corruption	Number of staff trained
D. Quality and Quantity of Socio-Economic Services and	1 modern abattoir semi-finished completed by	Allocate funds for completing Finish Semi-constructed	Number of abattoir completed

Strategic Objectives	Targets	Strategies	Performance Indicators
Infrastructure Increased	2023	modern abattoir	
	7 slaughter slab and 1 slaughter house rehabilitated by 2023	Allocate funds for rehabilitant Rehabilitate slaughter slab	Number of slaughter rehabilitated
	2 New livestock market developed by 2023	Mobilise livestock stakeholders solicit fund for establishing Construct livestock market	Number of livestock market developed
	12,788 Livestock keepers visited by extension officer by 2023	Conduct regular visit Procure motor cycle	Number of livestock keeper visited
	Number of improved livestock breed increased from 4500 to 7500 by 2023	Conduct regular visit Train livestock keepers Conduct artificial insemination	Number of improved breed
	Annual fish production from aquaculture raised from 35ton to 100ton by 2023	Train fish farmers Conduct regular visit Construct demonstration pond Facilitate Aquaculture input Sensitize fish farming	Tons of fish produced
	4 dips rehabilitated and 2 new developed by 2023	Allocate fund for rehabilitation Allocate fund for construction Rehabilitate dips	Number of dips rehabilitated and constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased		Construct dips	
	3 charcoal dam constructed by 2023	Solicit fund for construction Construct charcoal dam	Number of charcoal dam constructed
	1 Chicken abattoir constructed by 2023	Survey area for construction Mobilise chicken slaughters Solicit fund for constructing Construct abattoir	Number of chicken abattoir constructed
	100 local Ngitiri improved to quality pasture by 2023	Mobilise Livestock keeper Train Livestock keeper Establish demo pilot	Number of local Ngitiri improved
	Livestock keepers and Fish farmers acquired new technology through NANENANE increased from 10 to 7,500 by 2023	Establish NANENANE centre within Municipality Solicit fund Mobilise Livestock stakeholder	
E. Good Governance and Administrative Services Enhanced	32 Staff of Livestock and Fisheries department acquired regularly on job training by 2023	Allocate fund for training Train Staff	Number of livestock staff trained

4.4.8 Strategic Objective 8

- 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

4.4.8.1 Result Area: Primary Education

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	639 teachers of primary education department trained on HIV/AIDS prevention by 2023	Solicit funds for training primary education staff on HIV/AIDS infections Train primary education staff on HIV/AIDS infections	Number of teachers trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	639 primary education staff trained on the effect of grand and petty corruption by 2023	Solicit funds for training Train staff on grand and petty corruption	Number of teachers trained
C. Access to Quality and Equitable Social Services Delivery Improved	Pass rate in standard IV and VII to all 56 primary schools increased from 65% to 80% (standard IV) and from 74% to 85% (standard VII) by 2023	Prepare pupils well for the assessment and examination Teach pupils up to completion of the syllabus	Increase of pass rate in standard IV and VII
D. Quality and Quantity of	32 semi-finished pit latrines	Mobilize community	Number of pit latrines

Strategic Objectives	Targets	Strategies	Performance Indicators
Socio-Economic Services and Infrastructure Increased	completed by 2023.	Construct semi-finished pit latrines.	constructed.
	240 New pit latrines constructed by 2023.	Mobilize community. Raise fund for construction. Construct new pit latrines	Number of pit latrines constructed.
	200 New classrooms constructed by 2023.	Mobilize community. Raise fund for construction. Construct new classrooms.	Number of classrooms constructed.
	210 New teachers houses constructed by 2023	Mobilize community Raise fund for construction Construct new teachers houses.	Number of teacher houses constructed
	10 New primary schools constructed by 2023.	Mobilize community. Raise fund. Construction of infrastructures.	Number of new schools constructed
	25 primary schools installed with electricity by 2023	Raise fund. Install electricity.	Number of schools installed electricity.
	1,920 pupils from 48 schools trained ICT knowledge	Raise fund. Train pupils. Procure and install ICP equipment.	Number of pupils trained ICT knowledge
	500 primary school desks procured by 2023	Raise fund for procure Procure desks	Number of desks procured

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	59 primary schools supervised annually by 2023	Request fund from central government Provide their benefits	Number of schools visited
	639 school teachers and 28 officers from head office got fringe benefits by 2023.	Request fund from central government Provide their benefits	Number of teachers and officers benefited
	59 primary school participated UMITASHUMTA games by 2023	Request fund from central government Train teams Participate in all levels	Number of students and teachers participated
	Conducive working environment to 11 staff (officers) Create by 2023.	Request fund from central government. Procure furniture	Office furniture procured

4.4.9 Strategic Objective 9

- 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

4.4.9.1 Result Area: Secondary Education

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections	453 teachers and 8573 students of secondary	Raise funds for training teachers and students on HIV/AIDS	Number of teachers and students trained.

Strategic Objectives	Targets	Strategies	Performance Indicators
Reduced	education department trained on HIV/AIDS prevention by 2023.	infections. Train teachers and students on HIV/AIDS infections.	
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	453 teachers and 8573 students of secondary education department trained on the effect of grand and petty corruption by 2023.	Raise funds for training Train teachers and students on grand and petty corruption Sensitize existing corruption clubs in schools	Number of teachers and students trained
C. Access to Quality and Equitable Social Services Delivery Improved	28 science teachers employed by 2023.	Request permit from central government.	Number of Science and mathematics employed.
	30 mathematics teachers employed by 2023.	Request permit from central government.	Number of Science and mathematics employed.
	Pass rate increased to from 78% to 85% for 'O level' by 2023.	Increase teaching and learning materials. Close supervision. Motivate teachers and students.	Number of passed students increased.
	Pass rate increased to from 85% to 100% for 'A level' by 2023.	Increase teaching and learning materials. Close supervision. Motivate teachers	Number of passed students increased

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		and students.	
	02 advanced secondary boarding schools established by 2023.	Mobilize community. Raise fund. Construction of infrastructures.	Number of infrastructures constructed.
	01secondary school for girls boarding school established by 2023	Mobilize community. Raise fund. Construction of infrastructures.	Number of infrastructures constructed.
	01 advanced secondary day school established by 2018	Mobilize community. Raise fund. Construction of infrastructures.	Number of infrastructures constructed.
	14 secondary schools installed electricity by 2023	Raise fund. Install electricity.	Number of schools installed electricity.
	12000 students from 19 secondary schools introduced ICT knowledge	Raise fund. Train ICT teachers. Procure and install ICP equipment.	Number of students and teacher have ICT knowledge
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	04 Semi-finished constructed by 2023.	Mobilize community. Raise fund for construction. Construct semi-finished and new classrooms.	Number of classrooms constructed.

4.4.10 Strategic Objective 10

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced

4.4.10.1 Result Area: Finance and Trade

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	17 staff of Finance and Trade department trained on HIV/AIDS prevention annually by 2020	Solicit funds for training Finance and Trade staff on HIV/AIDS infections Train Finance and Trade staff on HIV/AIDS infections Train Finance and Trade staff on HIV/AIDS policy at work place	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	17 finance and trade staff trained on the effect of grand and petty corruption by 2020	Solicit funds for training Train staff on grand and petty corruption Supply of brochures and booklet which relate with grand and petty corruption	Number of staff trained
D. Quality and Quantity of Socio-Economic	5 markets infrastructure rehabilitated by 2020	Solicit funds for construct markets. Conduct meetings with market stake	Number of markets rehabilitated.

Strategic Objectives	Targets	Strategies	Performance Indicators
Services and Infrastructure Increased		holders Supervise rehabilitation of market	
	100 traders trained on entrepreneurship skills annually by 2020	Solicit funds to train traders on entrepreneurship skills. Conduct meeting with TCIAA	Number of traders trained
	73 industries inspected and advised accordingly on improved quality of products by 2020	Solicit fund to facilitate inspecting industries Conduct meeting with industries owners and workers. Train workers on product quality improvement	Number of industries inspected
	Revenue collection increased from 2,163,406,755.37 to 2,846,000,000	Supervise revenue collection task force Supervise taxpayers to pay various tax timely Train taxpayers on various tax laws	Amount of revenue collected
	1 new modern market and 1 new bus stand constructed by 2020	Solicit fund to construct 1 new modern market and 1 new bus stand Prepare project proposal for 1	Modern market and bus stand constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
		new modern market and 1 new stand bus stand	
E. Good Governance and Administrative Services Enhanced	17staff trained on short and long course training by June 2020.	Solicit funds for training on short and long course	Number of staff trained
	6 finance staff trained on required skills and competence to confirm with IPSAS by June 2020	Solicit funds for training on skills and competence to confirm with IPSAS Facilitate availability of IPSAS guidelines	Number of staff trained

4.4.11 Strategic Objective 11

C. Access to Quality and Equitable Social Services Delivery Improved

E. Good Governance and Administrative Services Enhanced

4.4.11.1 Result Area: Planning Statistics and Coordination

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Quality council social-economic data improved from 65% to 95% by 2023	Train 108 staff on data collection and management at ward and Village/Mtaa level Procure software packages for data storage and management Collect and manage data for	Quality of data provided

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		Council development planning	
	Poverty among poor household reduced from 75% to 65% by 2013	Monitor and supervise TASAF grants provision exercise within municipality. Train the identified poor household on proper allocation of TASAF fund particularly in education, health and income generating activities	Percentages of poverty among poor household reduced
	Project write-ups, Monitoring and Evaluation of development projects facilitated by 2023	Monitor and supervise council development projects at ward and village level. Prepare and submit Council progress report conduct training on O&OD to the lower level government. Develop project write-ups for development project in the Council	Number of projects implemented and monitored
E. Good Governance and	Conducive working	Provide employee's	Number of staffs with conducive

Strategic Objectives	Targets	Strategies	Performance Indicators
Administrative Services Enhanced	environment to 8 planning department staffs provided by 2023.	rights and benefits to planning department staff.	working environment
	Quality council plans and budgets prepared annually by 2023.	Prepare SMC budgets for recurrent and development activities.	Plans and Budget prepared annually

4.4.12 Strategic Objective 12

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.12.1 Result Area: Legal

Strategic Objectives	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	153 members secretary inclusive from 17 Wards Tribunal duly trained on their functions and the effect of corruption and ways to combat it by June, 2025.	Mobilize funds for training Sensitize members for preparedness to received Make follow up on the issuance of public education materials by the Minister PO-RALG	Number of members trained
C. Access to Quality and Equitable Social	25 cases decided by 2025.	Mobilize funds. Attend court sessions.	Number of cases decided

Strategic Objectives	Targets	Strategies	Performance Indicators
Services Delivery Improved		Research, publish and file documents	
	100 formal contracts of value not exceeding more than Tshs. 1 billion vetted by 2025.	Mobilize funds Liaise with the PMU.	Number of formal contracts value less than Tshs. 1 billion vetted.
	19 departments and units provided with legal advice/opinion by 2025	Liaise with MD, departments and units	Number of departments provided with legal advice/opinion.
	5 bylaws drafted/amended and passed by 2025	Liaise with user departments Communicate with stakeholders from grassroots, Council and Central Government levels.	Number of by-laws drafted/amended and passed
	Number of staff increased from 1 to 3 by 2025	Liaise with HR department	Number of staff increased
	3 staff trained in short and long courses by 2025	Mobilize funds Liaise with training institutions and the HR department	Number of staff trained

4.4.13 Strategic Objective 13

- 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

4.4.13.1 Result Area: Information Communication Technology and Public Relations

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	<p>3 staff of ICT unit trained on HIV/AIDS prevention annually by 2023</p> <p>5 staff of ICT unit trained on HIV/AIDS prevention annually by 2023</p>	<p>Solicit funds for training ICT staff on HIV/AIDS infections</p> <p>Train ICT staff on HIV/AIDS infections</p> <p>Solicit funds for training ICT staff on HIV/AIDS infections</p> <p>Train ICT staff on HIV/AIDS infections</p>	<p>Number of staffs trained</p> <p>Number of staffs trained</p>
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	3 ICT staff trained on the effect of grand and petty corruption by 2023	<p>Solicit funds for training</p> <p>Train staff on grand and petty corruption</p> <p>Supply of brochures and booklet, which relate with grand and petty corruption.</p>	Number of staffs trained

Strategic Objective	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	5 ICT staff trained on the effect of grand and petty corruption by 2023	Solicit funds for training Train staff on grand and petty corruption Supply of brochures and booklet which relate with grand and petty corruption	Number of staffs trained
C. Access to Quality and Equitable Social Services Delivery Improved	2 staff trained on increase the capacity of information security by June 2023	Solicit funds for train staff on information security	Number of staffs trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	1 staff trained on Government Mailing system Service fees by June 2023.	Solicit funds for train staff on Government mailing system service fee.	Number of staffs trained
	2 staff trained on Government Mailing system Service fees by June 2023	Solicit funds for train staff on Government mailing system service fee	Number of staffs trained
E. Good Governance and Administrative Services Enhanced	Motivation, Employee rights and benefits to ICT staffs by June 2023.	Solicit funds for training on short and long course.	Number of staffs trained
	3 ICT staffs trained in technical skill by June 2023.	Solicit funds for training in technical skills	Number of staffs trained

4.4.14 Strategic Objective 14

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced
- I. Emergency and Disaster Management Improved

4.4.14.1 Result Area: Works

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	15 staff of works department trained on HIV/AIDS prevention by 2023	Train agricultural staff on HIV/AIDS infections	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	15 Works department staff trained on the effect of grand and petty corruption by 2023	Train staff on grand and petty corruption	Number of staff trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Kilometers for spot improvement of roads increased from 1022.7 kms to 1149.4 kms by June 2023	Conduct spot improvement of roads	Number of kilometer of roads increased
	Kilometers for period maintenance of roads increased from 138 kms to	Conduct period maintenance of roads	Number of kilometer of road increased

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	214 kms by June 2023		
	Street lights in the streets are increased from 50 kms to 250 kms by June 2023	Install Street lights in the streets	Number of kilometer of roads increased
	Culvert lines construction in roads increased from 161lines to 188 lines by June 2023	Construct Culvert lines in roads	Number of culvert lines increased
	Meters of Storm water drainage lined along sides of roads increased from 3657 ms to 6200 ms by June 2023	Construct lined Storm water drainage along sides of roads	Number of lined meter for storm water drainage increased
	Number of bridges increased from 3 bridges to 7 bridges by June 2023	Construct of bridges in bridges 2 wards	Number of bridges constructed increased
	Kilometers for tarmac roads increased from 11.6 kms to 6 kms by June 2023	Construct of Tarmac roads increased	Number of Tarmac kilometer increased
	Areas for public	Construct public	Number of Public

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	parking constructed increased from 1200 m ² to 4000 m ² by June 2023	parking Areas	parking areas increased
	Office equipment are increased from 55% to 50% by June 2023	Procure Office equipment	% of office equipment increased
	Vehicles and working equipments are maintained from 85% to 100% by June 2023	Maintain Vehicles and working equipments	% of vehicle and working equipment increased
	Number of approved of building drawings increased from 45% to 75% in 17 wards	Approve of buildings drawings	% of Approved building drawings increased
	Number of clients installing fire rescue facilities in the buildings increased in 17 wards from 20% to 45% by June 2023.	Clients Install fire rescue facilities in the buildings	Number of clients installing fire rescue facilities increased
E. Good Governance and Administrative Services Enhanced	Shortage of skilled and mixed human resource reduced from 60% to 40% by	Increase skilled and mixed human resource.	% of shortage of skilled and Mixed human resource increased

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	June 2019.		
	Statutory benefits for 15 departmental staff are obtained from 70% to 100% by June 2023.	15 Staff obtain Statutory benefits.	% of staff obtaining statutory benefits increased
I. Emergency and Disaster Management Improved	Number of equipment for emergency and disaster management facilitated to 15 staff by June 2023.	Procure equipment for emergency and disaster management	Number of equipment for emergency and disaster Management increased

4.4.15 Strategic Objective 15

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

E. Good Governance and Administrative Services Enhanced

4.4.15.1 Result Area: Internal Audit

Strategic Objectives	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation strategy enhanced and sustained	Four Internal Audit staffs trained on prevention of corruption by 2023	Solicit funds for training internal audit staff on prevention Corruption Train staff on	Number of Internal Audit staff trained

Strategic Objectives	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation strategy enhanced and sustained		internal audit staff on Anti-Corruption	
	Five new workshop to Head of Departments and Units on prevention of corruption conducted by 2023	Conduct workshop for Head of Departments and units	Number of Internal Audit staff trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Working environment for 4 Internal Audit Staffs improved from 50% to 90% by June 2023	Solicit funds for improving Working environment for 4 Internal Audit Staffs Purchase four Lap top for four internal Audit staffs.	Number of staff with improved working environment
E. Good Governance and Administrative Services Enhanced	Audit activities increased from 60% to 90% by June 2023	Solicit funds for training 19 Heads of department and Unit on the objectives of Internal Audit Unit	Number of Head of Departments and Units trained
	40% of uncovered Audit activities covered by 2023	Prepare and submit internal Audit reports timely	Percentage of covered Audit activities
	13 Head of Departments and 6 Heads of Units trained on objective Internal Audit Unit by 2023	Train Heads of department and Unit on the objectives of Internal Audit Unit	Number of Internal Audit staff trained

4.4.16 Strategic Objective 16

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.16.1 Result Area: Town Planning and Lands

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	12 staffs of lands and Town planning department trained on HIV/AIDS prevention by 2023	Solicit funds for training lands and Town planning staff on HIV/AIDS infections Train Lands and Town planning staffs on HIV/AIDS infections	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	12 lands and Town planning staff trained on the effect of grand and petty corruption by 2023	Solicit funds for training Train staff on grand and petty corruption	Number of staff trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	600 acres of land bank acquired by 2023.	Mobilize community Solicit funds for land compensation Enable municipal council investment done through public private partnership	Acres of land bank acquired
	25 Town planning drawings prepared by	Consult stakeholders Solicit funds for the preparation of	Number of Town planning drawings prepared

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	2023	Town planning drawings	
	30,000 plots of land surveyed by 2023	Solicit funds for the cadastral survey.	Number of plots surveyed
	30,000 certificate of right of occupancy prepared by 2023.	Create community awareness. Conduct quarterly land allocation committee meeting	Number of certificate of right of occupancy prepared
	100% of land rent fees collected	Create community awareness. Solicit funds for advertisements Facilitate distribution of land rent demand notice	Percentage of land rent collection strengthened

4.4.17 Strategic Objective 17

- A. Services Improved and HIV/AIDS Infections Reduced
- 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

4.4.17.1 Result Area: Water

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	10 Water user groups and 3 water staffs trained on HIV/AIDS	Train 10 water groups & 3 staff	Number of water groups and water staff trained

Strategic Objectives	Targets	Strategies	Performance Indicators
	mitigation measures by June, 2019		
C. Access to Quality and Equitable Social Services Delivery Improved	People served with clean, affordable and safe water increased to 174,050 by June 2019	Construct 10 new water projects and 10 Rain water harvesting Tanks. Rehabilitate/extend 3 existing water projects	Number of people with access to clean, safe and affordable water
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	13 Water projects supervised, monitored and evaluated by MWST by June, 2019	Train MWST members on supervision and monitoring of water projects. Conduct supervision and monitoring to 13 water projects	Number of water projects monitored supervised.
	Conducive working environment for 3 staffs in the department enhanced by June 2019	Provide working Facilities/tools Motivate 3 staff with attractive allowances (employees rights)	Number of staff with conducive working environment
	10 villages sensitized on projects management by June, 2019	Established 10 COWSOs Register and train 10 COWSOs	Number of villages sensitized
E. Good Governance and Administrative Services Enhanced	4 water department staff facilitated on short course by June, 2019	Facilitate 3 staffs on job training to meet their daily obligations	Number of staff attended short courses

4.4.18 Strategic Objective 18

- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced

4.4.18.1 Result Area: Election

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	3 staff of election Unit trained on HIV/AIDS prevention by 2023	Solicit funds for training Election staff on HIV/AIDS infections	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	3 election Unit staff trained on the effect of grand and petty corruption by 2023	Solicit funds for training Train staff on grand and petty corruption	Number of staff trained
E. Good Governance and Administrative Services Enhanced	Election conducted in all Wards, Mitaa, Village and hamlet by 2023	Election conducted through Wards, Mitaa, Village and hamlet	Number of Wards, Mitaa, Village and hamlet which election conducted

4.4.19 Strategic Objective 19

- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced

4.4.19.1 Result Area: Procurement Management Unit

Strategic Objectives	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation strategy enhanced and sustained	Four Procurement staffs trained on prevention of corruption by 2023	Solicit funds for training Procurement staffs on prevention Corruption Train staff on procurement staff on Anti-Corruption	Number of Procurement staffs trained
	Five new workshop to 4 procurement staffs and 7 Tender Board Members on prevention of corruption conducted by 2023	Conduct workshop for Head of Departments and units	Number of procurement staff trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Working environment for 4 Procurement Staffs improved from 60% to 90% by June 2023	Solicit funds for improving Working environment for 4 Procurement Staffs Purchase two Lap top for two procurement Staffs	Number of staff with improved working environment
E. Good Governance and Administrative Services Enhanced	Procurement activities increased from 60% to 90% by June 2023	Solicit funds for training 4 Procurement Staffs and 7 Members of	Number of Procurement Staffs and Tender Board Members will be trained

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced		Tender Board on the objectives of PPA 2013 and regulation 2013 on Public procurement activities	
	40% of uncovered Audit activities covered by 2023	Prepare and submit procurement reports timely	Percentage of covered on procurement activities
	7 Tender Board Members and 4 staffs trained on objective of PPA 2011 and regulation 2013 by 2023	Train board members and procurement staffs the objectives of PPA 2011 and regulation 2013	Number of procurement staff trained

CHAPTER FIVE

PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW, INTERNAL REPORTING PLAN AND EXTERNAL REPORTING PLAN

5.1 Implementation

The implementation of this plan shall be the responsibility of all stakeholders of the municipal council. The Municipal Executive Director (MED) who is the Chief Executive Officer of the Municipal Council shall be responsible and accountable for the implementation of the Shinyanga 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 Strategic areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic plan. Thus, the respective departments and Units/Sections shall be responsible for the day to day operation of the Strategic Planned activities with a helping hand from the key stakeholders from within and outside the Municipal Council. Table below shall guide the format of the implementation plan and cumulative budget.

Table 28: 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.	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 Shinyanga Municipal Council strategic plan will include both simple observation of the results of plan activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan.

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Shinyanga 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 below shall guide the format of the progress reports.

Table 29: Example of quarterly progress report

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

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

5.3 Evaluation

In order to assess the plan performance, there shall be annual plan evaluation exercises for the entire plan period. Match activity funding with plan implementation, evaluation and review. It is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are 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 Shinyanga 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 30: 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 on the public	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 done to improve the outcomes? What is the percentage of stakeholders satisfied with	Interviews Focus group discussion Controlled studies Literature reviews Controlled randomized studies Literature reviews Surveys Questionnaire	Sept-Dec, 2020	HoD- Planning, Statistics Monitoring and Evaluation

Evaluation	Description	Evaluation Questions	Methodology	Time frame	Responsible
		<p>the services provided by the Shinyanga Municipal Council</p> <p>To what extent do Shinyanga Municipal Council provide services to grass root level to meet need of community members?</p> <p>To what extent has Shinyanga Municipal Council contributed development of the country?</p>			

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 31: 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 SDCSP 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 32: 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 Report	Audit Committee,	Quarterly	Head of section responsible for Internal Audit
3.	Council workers	Workers Board	Bi annual	Head of

S/No.	Types of Report	Recipient	Frequency	Responsible
	report	Meeting		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 33: External Reporting Plan

S/No.	Type of Report	Recipient	Frequency	Responsible
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
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

S/No.	Type of Report	Recipient	Frequency	Responsible
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