



**UNITED REPUBLIC OF TANZANIA  
PRIME MINISTER'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

**LINDI MUNICIPAL COUNCIL**



**STRATEGIC PLAN  
FOR THE YEAR 2012/13 – 2016/2017**

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**Acknowledgement**

The Lindi Municipal Council would like to thank for their kind and resourceful contributions in the success of preparation of this important document. The preparation of Lindi Municipality Strategic Plan could not have been possible without the cooperation from different stakeholders, individuals, and community whose effort have contributed to successful completion of the document.

We would like to extend our sincere gratefulness to Regional Secretariat through Planning and Coordination section for the good consultancy and advice on the preparation of this document. We feel obliged to give thanks and register our appreciation to various institutions existing in the Municipality for providing required data which were used in preparation of this document. Last but not least, we wish to give a word of gratefulness to all the people in the Municipality whose curiosity, effort and encouragement have enabled us to complete this work without forgetting all non government organizations, community based organizations and faith based organizations.

**PREFACE**

Lindi Municipal Council has prepared strategic plan in order to provide significant and sufficient plans in various sectors like private sector as well as community, detailed participatory surveys, consultations which need to be carried out in Lindi Municipality.

The main objective of preparing this document is to have Municipal integrated development strategy which will become a yard stick towards empowering communities and the people in meeting their basic needs through effective social and economic services, and hence reducing the level of poverty in the Municipality. In arriving at this stage, I presume the major emphasis has to be put in capacity building for providing effective, efficient, quality, affordable and equitable social and economic services in Lindi Municipal Council.

In a nutshell, may I emphasize that this strategic plan is of great value and important to us as council. The strategic plan in this document has been discussed in five chapters giving adequate information about the Lindi Municipal Council as a public organization obliged to deliver public social services to its people. Chapter one discusses about the history of Lindi Municipality and other administrative issues, chapter two discusses about the situation analysis, chapter three discusses about vision, mission and objectives of the council, chapter four discusses about strategies and targets, and chapter five discusses about performance indicators. Finally, it contains organisation chart, summary of the core elements of the strategic plan (references data, long tables, maps, and drawings) and key indicators.

**EXECUTIVE SUMMARY**

The Five Years Strategic Plan of the Council defines the future direction of the Council for the period of 2012/13 – 2016/17 by setting mission, objectives, strategies and targets to realize the council vision. It is based on a systematic assessment of the existing situation and was developed through a highly participatory process involving all key stakeholders. The first chapter of the document is introductory part which shows Council basic data, that is social economic profile. It also shows the layout of the whole document. Chapter two is about situation analysis. It shows in detail the current situation of the council. The stages involved taking a hard look on how the council currently operates. It reviewed the council relevant internal and external environment in order to identify the major strengths, weaknesses, opportunities and threats. Also it shows the critical issues analyzed from the stakeholders analysis and SWOT analysis. Chapter three identifies the Core values, Vision statement, Mission statement and objectives that were developed in a participatory manner as devoted with regard to the following core values:-

1. Good governance
2. Delivering quality services
3. Commitment and accountability
4. Participatory
5. Sustainable development

Chapter four indicates targets and strategies that will be implemented to realize the set results. Each sector has a challenging exercise to develop targets basing on the SWOT analysis as well as stakeholders analysis. Chapter five, according to this arrangement is the last chapter and it mainly explains the monitoring and evaluation systems. The aim of this chapter is to show how the strategic plan will be measured in its life span and see whether we are succeeding or not, it shows the performance indicators which will realize the council performance level and how far it will be measured through its achievement to realize the set vision.

**STATEMENT OF THE COUNCIL MAYOR**

Lindi Municipal Council is one of the oldest Local Authorities in the Country. It was established during the colonial era in 1953. The Council was re-established again in January, 1984 under the Local Government (Urban Authority) Act of 1982. The Council is one of the Councils undergoing Local Government Reform Programme Phase II. Some efforts are undertaken to improve service delivery and strengthening the machinery for facilitating better service delivery to the community. The long term objective of the Council is to ensure sustainable livelihood to its people through improved quality of life and socio-economic services. According to the Urban Authority Act of 1982, the main responsibility of the Council is to provide social and economic services to the people living in the area of its jurisdiction. The Municipal faces some problems such as:-

1. High prevalence of malaria, communicable diseases to under fives, HIV/AIDS and STI's
2. High maternal mortality rate.
3. Poor access and quality of social services.
4. Increased number of orphans children due to HIV/AIDS.
5. Poor agricultural extension services.
6. Lack of sewage system
7. Poor drainage system
8. Poor market infrastructure

In order to solve the above problems, the Council needs cooperation with other stakeholders such as NGO's/CBO's, donors, community, Central Government and the like. In this case the external assistance is needed to supplement the Council effort in delivering socio-economic services to the people. Municipal Council Five Years Strategic Plan (2012/13 – 2016/2017) has been prepared in order to set out strategies of overcoming stated problems. The strategies based on Tanzania five year Development plan, Tanzania National Development Vision 2025, Election Manifesto of the ruling party CCM of 2010 and MKUKUTA. Since it is not easy to thank everyone who in one way or another contributed to the successful preparation and completion of this five year Strategic Plan, may I hereby extend my sincere thanks to all of them.

**MAYOR  
LINDI MUNICIPAL COUNCIL**

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**STATEMENT BY MUNICIPAL DIRECTOR**

The preparation of Five year Strategic Plan (2012/2013 – 2016/2017) has been guided by the Medium Term Strategic Planning and Budgeting Manual for RS and LGAs and have used the participatory approach of opportunities and obstacles to development (O&OD), whereby people of lower levels of the Council participated. The Council had carried out O & OD exercise and this was one of the methodologies which were used in this Five year Strategic Plan in setting out the community priorities. The source of data which were used in preparation of this document was mainly derived from Local Government Monitoring Database (LGMD) which is a key tool designed for collection and storage of LGA's data. The LGMD data discussed by CMT and agreed as a good source of data in planning process and as means of locating resources basing on the formulated objectives, targets and strategies.

This Five year Strategic Plan takes into account the National priorities as specified by the Government policies as well as identified by the Council itself. The priority areas include, Education, Agriculture, Water, Health, Transport Infrastructure (Roads), Service delivery and Good Governance. The financial capacity of the Council for the time being cannot sustain development and effectively address poverty problem absolutely. However, great effort is being put to create awareness to the people fight against extreme poverty in the society through this strategic plan.

**MUNICIPAL DIRECTOR,  
LINDI MUNICIPAL COUNCIL**

**LIST OF ABBREVIATIONS**

MUKEJA	Mpango wa Uwiano Kati ya Elimu ya Watu Wazima na Jamii
COBET	Complementary Basic Education Training
MTEF	Medium Term Expenditure Framework
MKUKUTA	Mkakati wa Kupunguza Umaskini na Kukuza Uchumi Tanzania
CCM	Chama Cha Mapinduzi
NGO	Non Government Organization
CBO	Community Based Organization
O & OD	Opportunities and Obstacles to Development
LGMD	Local Government Monitoring Database
LGA	Local Government Authority
DADPs	District Agriculture Development Plans
MALDO	Municipal Agriculture and Livestock Development Officer
MMO	Municipal Medical Officer
OVS	Orphan and Vulnerable Children
HIV	Human Immunity Virus/Acquired Immunity Deficient Syndrome
LISAWA	Lindi Social Action and Women Empowerment
PEMWA	Patronage on Environmental Management and Women Association
PEDP	Primary Education Development Programme
ICT	Information and Communication Technology
SACCOS	Saving and Crediting Cooperative Societies
PFM	Participatory Forest Management
WEOs	Ward Executive Officers
LGCDG	Local Government Capital Development Grant
BMU	Beach Management Unit
DFT	District Facilitating Team
WFT	Ward Facilitating Team
DIDF	District Irrigation Development Fund
MEPO	Municipal Economic Planning Officer
ME	Municipal Engineer
MWE	Municipal Water Engineer
VFC	Village Fund Coordinator
MSEO	Municipal Secondary Education Officer

MEO                      Municipal Primary Education Officer  
CHAC                     Council HIV/AIDS Coordinator

## **CHAPTER ONE**

### **1.0 HISTORICAL BACKGROUND**

Lindi Municipality is one of the oldest towns in Tanzania. It was established in 11<sup>th</sup> Century by the Arab traders. In the wake of British colonization, Indian traders settled in most of the East Africa urban centre including Lindi. This name means “Deep Channel”, was founded in the 1700s as a port for shipping slaves and ivory. Caravans from Lake Nyasa terminated here. Until the 1950s, Lindi was the comfortable home of a thriving ex-patriot community, beginning with the Arabs in the 18<sup>th</sup> century and followed by peoples from the Indian sub-continent, then the Germans, then the British. During the first half of the 20<sup>th</sup> century, many attractive houses and buildings were constructed overlooking the beautiful Lindi Bay.

Lindi lies at the mouth of Lukuledi River, surrounded by hills and looking out to the warm Indian Ocean. Mtwara has replaced Lindi as the most important port and market town on the south coast, but the town is still an enjoyable place to visit. Although little English is spoken, the people are very friendly and willingly to help in any way they can.

Lindi Municipality served as the administrative centre of the southern province until 1952 when the functions were moved to Mtwara. The shift was primarily due to more favorable harbor condition and potentially richer hinter-land in Mtwara. The consequence of the shift was less development and slower population growth in Lindi. In 1971 Lindi gained the status of a regional centre for administration services and commerce, therefore a growth pole for the region. Apart from the fact that a region administration was established, it made no great difference in socio-economic development.

In 1972 the Government embarked on a policy of decentralization. This led to the abolition of urban councils and emphasized rural development, as a result urban infrastructure and development further deteriorated. Having realized this deterioration, the Government re-instated the urban council in. In general, during colonial period, Lindi region belonged to the southern province together with Mtwara and Ruvuma. After independence, the provinces were abolished and instead small administrative



regions were formed. Lindi and Mtwara constituted one administrative region until 1971 when Lindi was declared as a separate administrative region from Mtwara.

## **1.2 THE SYMBOL OF LINDI MUNICIPAL COUNCIL**

The symbol which was adopted soon after Lindi was elevated to Town Council status is shown below. It depicts the natural resources, local activities and the country's independence symbol.



In the year 2010 Lindi Town Council was reinstated as Lindi Municipal Council and its symbol changed to the following depicting the same natural resources, local activities and country's independence symbol.



The Municipality's emblem (symbol) depicts a Sisal estate with green colour, which signifies the agriculture imply that there is a fertile land for farming and coconut plants are one of the major crops grown in the area, specifically the Indian Ocean bordering the eastern side of the Town. The fish in the emblem imply that the nearby ocean offers fishing activities. There is also the Steamer anchor, which implies that this is a port Town council. Dove depicts of that is the symbol for peace and unity.

## **1.3 POPULATION, LOCATION AND ADMINISTRATION**

Lindi Municipal Council is located on the Southern part of Tanzania Mainland. It lies between Latitudes 9° 31' and 10° 45' South of the Equator and between Longitude 38<sup>0</sup>.4' and 40<sup>0</sup>.0' East of Greenwich. The Municipal Council is bordered by Lindi District

Council in all of its boundaries except the Eastern part where it is bordered by the Indian Ocean.

Lindi Municipal Council covers an area of about 945 square kilometers which is equivalent to 14.1% of the total area of Lindi Region. Out of the said area, 833 km<sup>2</sup> is covered by land and 112 km<sup>2</sup> covered with water. As the Council is in the Coastal zone, there are two rainfall seasons. The shortest rainfall season is from November to January and the wetter months are between March and May. The average annual rainfall is between 800mm and 1200mm. The dry season starts in the mid May to October. The average temperature is 24<sup>0</sup> – 27<sup>0</sup>C.

According to August 2012 population and housing census, the Council recorded a total population of 78,841 out of which 37,525 were Males and 41,316 Females.

Lindi Municipal Council consists of 3 Divisions, 18 wards, 63 *mitaa*, 20 villages and 98 *hamlets/vitongoji*. The Council just like any other Municipalities in Tanzania is headed by Municipal Director as a Chief Executive Officer while the Council Mayor is the political head. The Council is composed of 26 Councilors where 18 of them are elected members representing wards and 8 members are women (special seats). There is also 1 Member of Parliament representing the constituency.

The Lindi Municipal Council strategic plan contains the following:-

1. Overview of the current situation
2. Council vision and mission statement
3. Key Results Areas showing formulated strategic objectives and targets, strategies, activities and performance indicators
4. Time framing and Financing
5. Key factors.

## **CHAPTER TWO**

### **2.0 SITUATION ANALYSIS**

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## Lindi Municipality Strategic Plan for year 2012-2017

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Lindi Municipal Council has 18 Wards, 63 Mitaa, 20 Villages and 98 Hamlets. It has a total of 26 Councillors as follows:

1. 18 elected councillors (ward representatives)
2. 6 nominated councillors (special seats)
3. 2 councillors who are Member of Parliament. 1 elected and 1 special seat

Administratively the council is headed by the Municipal Director (MD) in collaboration with 13 heads of departments and 4 units as follows:-

<b>Departments</b>	<b>Units</b>
1. Personnel and Administration	1. Internal Audit
2. Planning, Statistics and Monitoring	2. Legal Unit
3. Primary Education	3. Procurement
4. Secondary Education	4. Information and Technology
5. Agriculture, Irrigation and Co-operatives	
6. Livestock and Fisheries	
7. Finance and Trade	
8. Health	
9. Environmental and Sanitation	
10. Water	
11. Works	
12. Lands and Natural Resources	
13. Community Development and Social Welfare	

**SWOT ANALYSIS**

The situation of the council has been assessed through identification of the Strength, Weakness, Opportunities and Threats of sectors performance as follows:-

**PRIMARY EDUCATION**

<b>STRENGTHS</b>	<b>WEAKNESS</b>	<b>OPPORTUNITY</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Availability of Primary school and Pre-primary trained teachers</li> <li>• Enough of classroom.</li> <li>• High rate of school pupils' attendance.</li> <li>• Swahili as Medium of instruction</li> <li>• Increased number of enrolment for standard one and pre primary school.</li> <li>• Presence of PEDP Guidelines.</li> <li>• Availability of education policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Dissatisfied teachers</li> <li>• Poor teaching and Learning Environment</li> <li>• Lack of School land ownership.</li> <li>• Poor geographical distribution of teachers especially at peripheral areas.</li> <li>• Deterioration of physical infrastructure.</li> <li>• Poor performance in National Examinations. (IV &amp; VII)</li> <li>• Unqualified pupils.</li> <li>• Inadequate infrastructure and school maintenance.</li> <li>• Illiteracy</li> <li>• Delaying of fund disbursed from the central government to Council.</li> <li>• Non existence of ICT facilities in schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of education law and regulations.</li> <li>• Private sector involvement in provision of education service.</li> <li>• Geographical location of schools.</li> <li>• Enough free land for school expansion.</li> <li>• Existence of management system.</li> <li>• Existence of Primary Development Education Programme (PEDEP)</li> <li>• Presence of two TRCs.</li> </ul>	<ul style="list-style-type: none"> <li>• HIV/AIDS</li> <li>• Falling of professional ethics and management.</li> <li>• Technological changes.</li> <li>• Negative altitude of community to contribute fund in Education.</li> <li>• Development of over crowded of pupils in classroom.</li> <li>• Unsustainable fund</li> </ul>

**SECONDARY EDUCATION**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORUNITIES</b>	<b>THREATS</b>
Substantial increase of students enrollment at both O- Level and A- Level from 1284 in 2005 to 3530 in 2012.	Inadequate teaching facilities or equipments e.g Laboratory equipments, books, chemicals.	Existence of Education management system	Programme intervention arrest falling professional ethics and management
Increase number of teachers from 33 in 2005 to 132 in 2012	Incompetency of some freshly recruited teachers. Lack of professional ethics of teachers	Existence of Education Master Plan	Sustainable financing
Liberalization of the secondary education delivery (effective private sector). One secondary school has been opened.	Inadequate A – Level secondary schools.	National Minimum service Delivery standards and performance indicators agreed	HIV/AIDS
Use of English as media of instruction.	Student drop out	Provides opportunity of student to study anywhere in the world.	
Increase of number of secondary schools from 2 in 2005 to 9 in 2012.	Inadequate maintenance of infrastructures.	Put in place a mechanism for exemption	
Number of classrooms has been increased from 31 in 2005 to 79 in 2012	Weak leadership	Girls secondary Education support Scheme	
Number of pit latrines have been increased from 25 in 2005 to 78 in 2012			

**AGRICULTURE, IRRIGATION AND COOPERATIVE**

STRENGTHS	WEAKNESSES	OPPORTUNITY	THREATS
<ul style="list-style-type: none"> <li>• Capable human resources</li> <li>• Availability of office facilities</li> <li>• DFT keeps a good team work</li> <li>• Transparency and accountability</li> <li>• Good cooperation and communication with Research institute nearby</li> <li>• Good morale of staffs to execute office activities</li> <li>• Cooperation with other staffs</li> <li>• Good and arable land for agriculture</li> <li>• Availability of farm equipment i.e. Tractors and power tillers</li> <li>• Availability of Ward Development Committee</li> <li>• Accessibility of farm roads</li> </ul>	<ul style="list-style-type: none"> <li>• Low budget</li> <li>• Limited number of vehicles and Motor cycles</li> <li>• There is poor data management and management information system</li> <li>• Lack of clear feedback systems</li> <li>• Limited number of farm Implements especial large tractors</li> <li>• LGA has still limited number of Technical Irrigation Engineer</li> <li>• Limited number of Village Extension officers</li> <li>• Farmers are slow in adopting new technologies or varieties</li> </ul>	<ul style="list-style-type: none"> <li>• Population increase in nearby council</li> <li>• Readiness of Community to cooperate with the department of Agriculture/Irrigation and Cooperative</li> <li>• Presence of NGOs, SACCOS and AMCOS who have been supporting farmers</li> <li>• Presence of economic groups (Youth development groups and Women development groups who kooks processing and selling Agriculture product)</li> <li>• Presence of Research institute nearby</li> </ul>	<ul style="list-style-type: none"> <li>• Dependency syndrome from community</li> <li>• Poor Community involving in development project</li> <li>• Irregular weather pattern</li> <li>• Prevalence of communicable and non-communicable diseases</li> <li>• Low price of Agriculture products</li> <li>• Presence of competition with other institutions offering the same services such as banks, Faida Mali, Bay port etc.</li> </ul>

**LIVESTOCK**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Presence of Qualified staffs</li> <li>▪ Availability of Livestock dip and Slaughter house</li> <li>▪ Presence of markets for livestock and livestock products.</li> <li>▪ Presence of livestock groups and livestock keepers</li> <li>▪ Presence of natural pasture</li> <li>▪ Presence of Liquid Nitrogen tank</li> <li>▪ Presence of office and its facilities</li> <li>▪ Presence of Veterinary Act and Animal disease Act of 2003</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate Livestock extension services</li> <li>▪ Inadequate livestock staffs</li> <li>▪ Livestock keeper are slow in adopting new technique e.g. Artificial insemination</li> <li>▪ Lack of transport facilities.</li> <li>▪ Poverty among the livestock keepers</li> <li>▪ Livestock keepers are not ready to contribute veterinary services</li> </ul>	<ul style="list-style-type: none"> <li>.Presence of machine for production of Liquid Nitrogen gas near by</li> <li>.Availability of enough land for grazing</li> <li>.Presence of enough annual rainfall</li> <li>.Presence of Veterinary Investigation Centre near by (VIC Naliendele)</li> <li>.Demand for livestock and livestock products in near by region</li> <li>.Presence of financial institutions (NMB CRDB NBC etc)</li> </ul>	<ul style="list-style-type: none"> <li>.Presence of out break of diseases and pest</li> <li>.High price of livestock inputs (drugs, vaccine, feeds)</li> <li>.Inadequate of processing industry for livestock products</li> <li>.Poor involvement of private sector on delivery veterinary services</li> <li>.Global climatic change(drought, floods etc)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Presence of Qualified staffs</li> <li>▪ Presence of conservation and management guide line(Act 2003,Regulation of 2009 and fisheries policy of 1997)</li> <li>▪ Presence of office and its facilities</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate Fisheries extension services</li> <li>▪ Inadequate fisheries staff.</li> <li>▪ Poor fishing technology.</li> <li>▪ Lack of fishing gears.</li> <li>▪ Poor management of the fisheries Resources.</li> <li>▪ Inadequate training for fishers</li> </ul>	<ul style="list-style-type: none"> <li>.Availability of the sea and small fresh water bodies.</li> <li>.Availability of suitable sites for Aquaculture</li> <li>.Availability of fisheries resources.</li> <li>.Presence of financial</li> </ul>	<ul style="list-style-type: none"> <li>▪ Destruction of water resources</li> <li>▪ Destruction of the marine environment.</li> <li>▪ HIV/AIDS</li> <li>▪ Free markets (Globalisation).</li> <li>▪ Poverty among fishing</li> </ul>

**Lindi Municipality Strategic Plan for year 2012-2017**

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	<ul style="list-style-type: none"> <li>▪ Lack of fisher's associations.</li> <li>▪ Lack of community awareness on the importance of fish farming and Mari culture economy</li> <li>▪ Inadequate investment in fisheries sector.</li> <li>▪ Lack of funds.</li> </ul>	<p>(NMB CRDB NBC etc) .SIDO,ICM TAFIRI .Availability of market for fish and fish products .Availability of fish processors . Presence of several NGOs which have been supporting fisheries activities Presence of program for strengthening fisheries division from central government. .Presence of free markets of fish and fish products.</p> <ul style="list-style-type: none"> <li>▪ Availability of fisher and fishers groups.</li> </ul>	<p>communities.</p> <ul style="list-style-type: none"> <li>▪ Presence of illegal fishing gear and techniques</li> <li>▪ Global climatic change</li> </ul>
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**HEALTH**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Presence of CHMT members core and co-opted</li> <li>• Availability of funds for supportive supervision, coaching/mentoring and distribution of equipment to Health Facilities,</li> <li>• Availability of system of collection, compilation and analyze data to come up with real situation prevailing in the council.(HMIS )</li> <li>• Presence of evaluation and monitoring team ( M&amp;E )</li> <li>• Availability of Council Health Service Board</li> </ul>	<ul style="list-style-type: none"> <li>• Skill gaps i.e. computer literacy, supervision skills, planning, implementation and monitoring in some of the CHMT and co-opted members</li> <li>• No operational research carried out</li> <li>• Low enrolment of members in TIKA.(weak financial scheme)</li> <li>• No Health services agreement between the council and Private health facilities.</li> <li>• Insufficient supportive supervision, report and feed back to and from health facilities,</li> <li>• Inadequate office furniture and other working tools,</li> <li>• Unconducive working environment</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of cost sharing schemes , such as TIKA and NHIF</li> <li>• Existing of Health training institute, such as COTC- Lindi</li> <li>• Existence of Regional Referral Hospital and Private health facilities</li> <li>• Existence of NGOS that provide health related services i.e. PEMWA which deal with Home based care services.</li> <li>• Fourth edition CCHP planning guideline, July 2011</li> </ul>	<ul style="list-style-type: none"> <li>• Donor dependency,</li> <li>• Ad hoc activities,</li> <li>• Very limited Council own Sources,</li> <li>• Disasters and epidemics,</li> <li>• Inflation,</li> <li>• Late release of funds from sources,</li> </ul>

**WATER**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Capable of Current Staffs to work</li> <li>• Transparency and accountability</li> <li>• Cooperation and self Integrity within staffs</li> <li>• Creativity and morale of staffs to execute office activities</li> </ul>	<ul style="list-style-type: none"> <li>• Low budget allocation</li> <li>• Few number Staffs in the Department</li> <li>• Unavailability of Modern Equipments</li> <li>• Unavailability of good office and office facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of water projects Donors</li> <li>• Presence of more than 4 deep drilled wells (water sources)</li> <li>• Available 30 shallow wells in the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Poor Community involving in development projects</li> <li>• Irregular weather patter</li> <li>• Poor Local Contractors involved in water projects.</li> <li>• Un availability of Modern Equipments and Plants</li> </ul>

**ROADS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Capable of Current Staffs to work</li> <li>• Transparency and accountability</li> <li>• Cooperation and self Integrity within staffs</li> <li>• Creativity and morale of staffs to execute office activities</li> </ul>	<ul style="list-style-type: none"> <li>• Low budget allocation</li> <li>• Few number of Staffs in the Department</li> <li>• Unavailability of Equipments and modern construction tools</li> <li>• Unavailability of good office and office facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Readiness of Community to cooperate with the department of Works during implementation of Projects.</li> <li>• Presence of 9km Paved roads in the Municipal</li> <li>• Presence of good open drainages for rain water</li> <li>• Available of good network of passable gravel roads</li> <li>• Available of passable Earth roads</li> </ul>	<ul style="list-style-type: none"> <li>• Poor Community involving in development project</li> <li>• Irregular weather pattern</li> <li>• Un availability of construction materials due to Geographical feature e.g Unavailability of Natural gravel materials in coast areas.</li> <li>• Poor Contractors in Construction field.</li> <li>• Un availability of Construction Equipments and Plants</li> </ul>

**COMMUNITY DEVELOPMENT**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Capable human resources</li> <li>• Availability of office facilities</li> <li>• Transparency and accountability</li> <li>• Cooperation within staffs</li> <li>• Good morale of staffs to execute office activities</li> </ul>	<ul style="list-style-type: none"> <li>• Low budget</li> <li>• Unreliable transport facilities to access the Community/Clients</li> </ul>	<ul style="list-style-type: none"> <li>• Readiness of Community to cooperate with the department of Community Development.</li> <li>• Presence of NGOs, CBOs, FBOs and CSOs</li> <li>• Presence of entrepreneurship groups</li> <li>• Presence of economic groups (Youth development groups and Women development groups)</li> </ul>	<ul style="list-style-type: none"> <li>• Dependency syndrome from community</li> <li>• Poor Community involving in development project</li> <li>• Irregular weather pattern</li> </ul>

**LAND, ENVIRONMENT & NATURAL RESOURCES**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Availability of National Forest Reserves.</li> <li>• Availability of Local Authority Forest Reserves.</li> <li>• Availability of village Land with forest</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective forest management due to lack of involvement, motivation and benefits to local communities</li> <li>• Inadequate gender aspect in forest land management</li> <li>• .Weak institutional linkages</li> </ul>	<ul style="list-style-type: none"> <li>• National forest programme (NFP).</li> <li>• Participatory forest management programme (PFM)</li> <li>• TAFORI</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental degradation.</li> <li>• Degradation. of land water and vegetation.</li> <li>• Land use conflicts.</li> <li>• HIV/AIDS</li> </ul>

**Lindi Municipality Strategic Plan for year 2012-2017**

<ul style="list-style-type: none"> <li>• Availability of general land with forests.</li> <li>• Availability of water sources.</li> <li>• Availability of marketable tree species.</li> <li>• Presence of free markets on timber and non timber products</li> <li>• Presence of National strategy for Poverty reduction.</li> </ul>	<p>between the control government local Authority NGOS and Local communities</p> <ul style="list-style-type: none"> <li>• Inadequate forest extension services.</li> <li>• Inadequate forest staffs.</li> <li>• Inadequate funds</li> <li>• Heavy dependency on forest as source of energy.</li> <li>• Lack of village land use plans.</li> <li>• Improper administration and management of revenue collection from forest resources.</li> <li>• There is low stakeholders participation in the planning process</li> </ul>	<ul style="list-style-type: none"> <li>• District forest officer</li> </ul>	<ul style="list-style-type: none"> <li>• Free markets (Globalization)</li> <li>• Bush fire.</li> </ul>
<ul style="list-style-type: none"> <li>• Availability of bee colonies.</li> <li>• Availability of Bee forage.</li> <li>• Availability of Beekeepers.</li> <li>• Presence of free markets on bee products.</li> <li>• Presence of National strategy for poverty reduction.</li> <li>• Presence of informal beekeeping groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate Beekeeping extension services.</li> <li>• Inadequate beekeeping staff.</li> <li>• Inadequate awareness by the public on the contribution of beekeeping towards poverty all alleviation.</li> <li>• Inadequate information on markets and marketing of beekeeping</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Beekeeping programme.</li> <li>▪ MBKO</li> <li>▪ TAWIRI</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental degradation.</li> <li>• HIV/AIDS</li> <li>• Free markets (Globalization).</li> <li>• Land use conflicts</li> </ul>
<ul style="list-style-type: none"> <li>▪ Presence of biological diversity</li> <li>▪ Presence of human wildlife conflicts.</li> <li>▪ Presence of illegal use of</li> </ul>	<ul style="list-style-type: none"> <li>• Poor conservation and management of the biological diversity.</li> <li>• Inadequate wildlife extension services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Beekeeping programme.</li> <li>▪ DBKO</li> <li>▪ TAWIRI</li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental degradation.</li> <li>▪ HIV/AIDS</li> <li>▪ Free markets (Globalisation).</li> </ul>

**Lindi Municipality Strategic Plan for year 2012-2017**

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wildlife.	<ul style="list-style-type: none"> <li>• In adequate wildlife staffs.</li> <li>• In adequate arms and ammunitions.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Land use conflicts</li> <li>▪ Destruction cause by untamed animals</li> </ul>
<ul style="list-style-type: none"> <li>• Presence of Tourist attractions</li> <li>• Attractive beaches.</li> <li>• Attractive beach plots for construction of tourist hotels.</li> <li>• A variety of marine water species including coelacanth.</li> <li>• Forest and attractive villages.</li> <li>• Endanger area which is the resident of dinosaur big reptiles believed to live in the late Jurassic</li> <li>• Poor culture practices</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of staffs.</li> <li>• Lack of funds</li> <li>• Poor infrastructures.</li> <li>• Poor Water supply</li> <li>• Inadequate district, regional and Ministerial linkages on tourism development</li> </ul>	<ul style="list-style-type: none"> <li>• Tanzania investment centre (TIC).</li> <li>• Tanzania Tourist Board (TTB)</li> <li>• National Tourism policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental degradation.</li> <li>• Change in the cultural behavior of the community HIV/AIDS</li> </ul>

## **2.1 CURRENT SERVICE DELIVERY MEASURES**

Currently, Lindi Municipal Council has done fare amount in its role of services delivery towards the community of the area of its jurisdiction. In order to enhance its level of performance on its functions, there is need of wide range of structural creativity which is empowered by consultative stakeholders meetings to formulate new ideas which will manage to improve the current situation. There is need for better participatory planning and administration to enable better distribution of limited resources among the communities. The Council Management Team has conducted a detailed review level of performance of services delivered in the municipality. The following is the comprehensives summary of services currently delivered by each sector of Lindi Municipal Council:-

### **AGRICULTURE**

The council executes activities related to Agriculture, Irrigation and cooperative as well. However, the department have 10 staffs (7 males and 3 females), among these, 3 staffs males have admitted to Degree and Diploma programme to various universities and colleges.

The Agriculture potentials remain important however production and productivity is low. The average farm size per household is 0.5 - 0.8 hectares. Most of the farmers' practice is traditional mixed farming and about 30% of the total population is directly linked with agricultural produce as middlemen. The average production in 2002 to 2007 was 0.5 to 3.0 tons per hector, but in the year 2012, the average production is 1.0 tons to 5,0 tone per hector. The main food crops grown are cassava, sorghum, paddy, maize, cowpeas, Vegetable and fruits. While main cash crops are cashew nuts, Simsim, Groundnuts and Coconuts. Agriculture is the main stay of Tanzania economy as such higher and sustained agriculture growth is needed to meet Tanzanians National Strategy for growth and Reduction of poverty (MKUKUTA).

### **EDUCATION**

The Council has a total of 31 pre-primary schools with a total of 29 classrooms. The total number of pupils in the schools is 1,158 out of which 585 are girls and 573 are boys. In the year 2012 the total number of pupils in schools to January is 18,971 most of them are boys and girls. The Council has a total of 31 primary schools with a total enrolment estimates at 2130 in 2011 where girls are 1104 and boys are 1026. Enrolment in primary schools stands at 90% where as drop out and truancy rate stands at 3%. On

the other hand, while pass rate at standard seven is estimated at 56.6%, 100% of those who pass examination were selected to join secondary education. In view of challenges above, the Council aims at among other things increasing number of Pre-Primary classrooms in each primary school, increase number of classrooms, number of staff houses and number of desks and chairs. In the financial year 2011/2012 the total number of 1617 pupils attended the final National Examination where among them only 887 passed.

The council has a total of 9 secondary schools of which 8 are Community Secondary Schools and parents. Private sector owned 1 secondary school. The total students in these schools stand at 3358 with 1240 girls and 2097 boys.

## **HEALTH**

Health services in the Municipality area are provided from one Regional hospital, 1 Health Centers and 17 dispensaries that are owned and managed by both public and private institutions. The top ten diseases in the Municipality include Malaria, ARI – Acute Respiratory Infections, Skin Infection, Diarrhea diseases, Pneumonia, Eye infections, Non skin fungal infections, Intestinal worms Ear infection, Ear Infections and UTI – Urinary Trunk Infection. The population with access to clean and safe water is estimated at 28%. Provision of health services in Lindi Municipality is satisfactory, the data analysis indicated that 92% currently receive health services and the level of satisfaction in these services is at 89%. Malaria is the main killer disease in the Municipality with 30 patients reported in 2011. Currently the situation of malaria is 24% regarding the report of June 2012 which shows that only 26,696 patients reported with malaria. The voluntary counselling and testing (VCT) service is provided in all health facilities available in the municipality. The status of HIV/AIDS is improving regarding the report of June 2012 which shows that only 788 people found with HIV positive out of 7,068 tested. The level of HIV/AIDS infection in the municipality is about 11.1% compared to the national level of 5.8%. The leading disease in the municipality is Malaria as reported in June 2012. Statistics until June 2012 show better health living in the municipality with a current maternal mortality rate of 176/100,000 and under five mortality rate of 32/1,000 compared to the national maternal mortality rate of 454/100,000 while births rate is 4.6%.



## **WATER**

Water supply in Lindi Municipality is inadequate although the water supply infrastructure has been rehabilitated. This is due to unreliability of the existing water sources. Currently, piped water supply covers mostly the urban areas at 28% of the total population. Most of the population depend on boreholes, shallow wells and traditional sources which include: wells, ponds and rivers (season or perennial). Lindi Urban water Supply Authority (LUWASA) is the main water supplier in the municipality. The Municipal Council concentrate more in peri-urban and rural areas within the council. By use of community participatory approach, the council constructs and rehabilitates/repairs and enhances services to boreholes and shallow wells which are the main water supply structures in the area. Currently only 29,031 people have access to safe and clean water which is 28% of total population of 103,681. The amount of water produced and supplied is only 1,452M<sup>3</sup> while the actual demand is 5,184M<sup>3</sup>.

The Municipal Council is currently implementing the 10 village water project which is financed by Development Partners (95%) through Central Government under Water Supply and Sanitation Programme (WSDP). The remaining share is borne by the council (2.5%) and the beneficiaries (2.5%) respectively. 5 boreholes have been drilled in 5 villages. Further interventions will be undertaken whenever funds avail. In order to restore acceptable levels of water services (above 80%) in the municipality, strategically the council will invest in hydrological surveys to look for more reliable water sources. Apart from rehabilitating and enhancing repair needful repair and services to existing water supply infrastructures the council will also have to construct at least 1 new water scheme every financial year to improve the current situation.

Groundwater is available in the municipality, only salinity remains the main challenge.

## **ROADS NETWORK**

Currently the Municipal Council is covered by 518.80 roads network. It is expected that in the future budgets the network will increase by double due to a plan to increase road network by opening new roads in remote areas within municipality. The current network includes, tarmac roads covering 76.20 kms, gravel roads covering 79.60 kms, earth roads covering 360.40 kms including of roads which need to be opened. 65 kms of the network is under TANROADS. The Municipal Council acknowledges that roads network is the key factor to economic growth and development. So it will put more

effort on finding more resources to facilitate the roads plan under this strategic plan to be implemented in five years ahead.

### **LANDS**

Strategic goal is to improve and ensure that people occupy and utilize land in proper manner for socio-economic developments without causing degradation to the environment. Currently, the Council has 10,375 surveyed plots. The Council aims at preparing land use planning programme for 24 *mitaa* and demarcation of the respective boundaries. The Council also plans to allocate the surveyed plots, prepare rights of occupancy for the allocated plots and conduct training to Ward land and Housing Tribunals. There are 2 types of forests in the Council, natural forest and plantations. Natural forests are found along the coasts which cover an area of about 2,723Ha of Mangrove forest. Natural forests 359Ha and Plantation forests in 23 hectares. Forest products include Charcoal, timber and poles. The Municipal Authority is also encouraging people in the campaign of tree planting. Beekeeping as an economic activity in the Council has annual average production of 270 liters of honey and 68 Kgs of wax per annum from different beekeeping groups.

### **GENDER**

Service delivery by gender indicates that generally, both men and women receive services. However, according to recent data, In terms of view of men and women on service delivery, the study indicates that more men are satisfied with services provided than women. The level of satisfaction of men in education and health services is 60% and 40% for women respectively.

### **PRIVATE ORGANIZATIONS**

The presence of more than 24 private organisations working in the municipality is a potential opportunity that needs to be improved and strengthened for improvement of service agreement. Efforts should be made to increase the collaboration and co-ordination with these organizations. The areas where the municipal council work with these organisations include education, health, water, agriculture, entrepreneurship and small business industries. The current annual per capita income of Lindi Municipal Council is estimated at Tshs 764,000/= against the national average of TShs.1,464,000/=. This shows the wide gap existing in improving the quality of life. Approximately 28% of the population has access to clean and safe water supply.

Poverty rate for Lindi Municipal council is 18.3 Lindi Municipal Council wishes to intervene the current situation by critical identification of the strength available to utilize the opportunity and identify weakness which will attract threats. The council will put measures against those weakness identified in order to improve strength hence fight against threats internally and externally. These four areas will determine the better way to move on with dependent to availability of economic resources.

## **2.2 GENERAL OBSTACLES**

### **2.2.1 Inadequate Funds and Resources**

The Council is experiencing inadequate funds received from central government and development partners. In the last financial year 2011/2012 it received Tshs 6,643,234,472/= from the approved budget of Tshs 7,889,174,069/=. That means all projects planned to be implemented by un received funds of Tshs 1,245,939,597/= were not done. The council also experience the small amount of own source revenue collections which is caused by small market size and demand size of the domestic population. Money multiplier effect is taking effect to the neighbour region Mtwara where the goods and service terminate. Hence the council is not able, on its own, to deliver services sufficiently without Central Government and Development partners. During the last financial year the own source revenue collections were amounted to 625,624,155/= from the approved budget of 696,773,000/=.

### **2.2.2 Inadequate Skilled Staff**

The council has a deficit of 131 personnel whereby 17 are teachers of primary education, 25 teachers of secondary education, 32 health workers, 8 extension officers, and 49 other skilled staff in other functional areas. For this reason, the Council cannot fully deliver services to the people efficiently and effectively as per plan. The council is making efforts to recruit new personnel to fill the gaps.

### **2.2.3 Outbreaks of Diseases**

There are common outbreaks of diseases, which have been worse by HIV/AIDS which pose an intractable burden on the Council health services. Increased morbidity and mortality also influence performance in other socio-economic sectors because the labour force gets weak. The spread of HIV/AIDS is an obstacle to community development since it weakens the intensive labour force within the municipality. The rate of HIV/AIDS spread in the municipality is at 5.9%

#### **2.2.4 Instability in prices of goods and services**

The majority of the people in the municipality engage themselves in various businesses. Entrepreneurship is gradually growing whereby some engage in construction activities. Farming activities also take place in the remote areas in 9 wards of the municipal council. Price instability is an obstacle to growing activities like construction and small business. This is due to economic factors which face our growing economy influenced by world markets. It is a challenge to this plan since its implementation through budgets will be interfered.

### **2.3 OPPORTUNITIES**

#### **2.3.1 Potential Soils**

The area of 34,163Ha of the Municipal Council is fully utilized for subsistence farming in 9 wards named Rasbura, Msinjahili, Mtanda, Jamhuri, Mbanja, Chikonji, Tandangongo, Ngapa and Mingoyo. Cashew nuts, simsim and coconuts are the major cash crops grown in the area, where cassava, paddy, sorghum, maize, groundnuts and yams are the main food crops. The distribution of arable land is as follows; 835 ha area is potential for irrigation, 14,202 ha area is potential for cultivation and 442 ha area is already under irrigation farming activities.

#### **2.3.2 Roads Networks**

Lindi Municipal Council has a reliable roads network which is accessible throughout the year. The transportation of agricultural products and other goods to the market is not complicated. The council continue to improve roads network within the municipality accordingly. It has a challenge of road transportation from Dar es Salaam to Lindi where the roads network is still not in a good condition although passable throughout the year. It is the council expectation that after completion of construction of roads network from Dar es Salaam to Lindi will be a great opportunity for mobility of the traders and improve the money multiplier effect in the municipality. The council believe that an improved roads network will lead to improved economic growth and development among the people of Lindi Municipal Council. Currently the Municipal Council is covered by 518.80 roads network. It is expected that in the future budgets the network will increase by double due to a plan to increase road network by opening new roads in remote areas within municipality. The current network includes, tarmac roads covering 76.20 kms, gravel roads covering 79.60 kms, earth roads covering 360.40 kms

including of roads which need to be opened. 65 kms of the network is under TANROADS.

### **2.3.3 Natural Resources**

Presence of the Indian Ocean which covers about 112 square kilometres of the total area of Lindi Municipal Council is a great opportunity where fishing activity, water transportation, natural gas exploration and salt mining can take place. These activities have not yet contributed the municipal council income at large due to poor investment environment currently available. The Municipal council will improve the investment environment in order to attract investors in the municipality. Also the presence of forests,

### **2.3.4 Existence of Private Organizations**

The Council has many interested private organizations (NGOs/CBOs/FBOs/CSOs) who collaborate with the Municipal Council in service delivery in functional areas of education, agriculture, and health, natural resources, water and community development. These organizations have intervened in many areas and raised the living standard of the people. Their continued assistance is incorporated in the Council strategies. The following table shows the main function area of each organisation in summary words:-

<b>NO</b>	<b>ORGANISATION</b>	<b>MAIN FUNCTION</b>
1.	LIWOPAC	Provision of Legal Aid to Women and Children
2.	TCCIA	Provide Services related to Industries and Agriculture
3.	LISAWA	Provide Environmental, Good governance, Education Support and Health education to the Community
4.	PEMWA	Operate as an Environmentalist, Health Support to People Living With HIV/AIDS, Home Based Care services and Education support to children affected by HIV/AIDS.
5.	CINO	Provision of Education support to Orphans and Most Vulnerable Children
6.	SHIVYAWATA	Serves as a link between disabled people, Government and International Organisations/Local Organisations
7.	HURUMA WOMEN FOUNDATION	Support of Children In need with school fees, Stationeries and School uniforms
8.	CHAWALI	Seeks Rights of Retired Staffs and Elders in Lindi Urban
9.	LINGONET	Serves as an Umbrella Organisation of Non-

**Lindi Municipality Strategic Plan for year 2012-2017**

		Governmental Organizations of Lindi
10.	AXIOS	Dealing with Home based care services and Support of Home Based Care Providers in Lindi Urban
11	RED CROSS	Deals with Disasters/Calamities, Home Based Care services, HIV/AIDS and Voluntary Blood Donation.
12	UMOJA WA MADEREVA WA BAJAJI NA PIKIPIKI LINDI	Joining together Motorbike and Bajaj Drivers and Provide them education related to their rights and their responsibilities.
13	BOMOLEA ISLAMIC GROUP	Provision of building materials and masonry activities
14	EGPAF	Supports CTC, PMCTC and HBC
15	MEDA	Supports voucher system scheme and mass distribution of ITN
16	ICAP	Support PITC services
17	ENGENDER HEALTH	Supports family planning
18	PHC-IRINGA	Supports training on Malaria
19	GIZ	preparation of CCHP , strengthening CHSB and Capacity building
20	BMAF	Human resource for Health improvement
21	PSI	Distribution of ITN, condom and promotion
22	ILO	Solid waste management
23	AMREF	Support VCT services
24	JHPIEGO	Support care of new born baby services

## **2.4 SERVICES DELIVERED**

The type of services each department/unit functional area currently delivered are shown in the following table:

### **Service Delivery by Functional Areas**

<b>Functional Area</b>	<b>Services Delivered</b>
1. Personnel and Administration	<ul style="list-style-type: none"> <li>• Employment of low and middle level cadres in the Council</li> <li>• Supervision and maintenance of staff discipline</li> <li>• Preparation and development of staff development schemes</li> <li>• Evaluation of staff performance, confirmation, promotion, demotion and disciplinary action to staff as relevantly deserving.</li> <li>• Supervision and maintenance of staff benefits.</li> <li>• Maintenance of accurate staff records by use of LAWSON database.</li> <li>• Maintenance of a harmonious environment in work places and integration of management and staff.</li> </ul>
2. Planning and Trade	<ul style="list-style-type: none"> <li>• To prepare annual plans and budgets of the Council.</li> <li>• To prepare council action plan for budget implementation</li> <li>• To supervise, monitor and evaluate development activities.</li> <li>• To co-ordinate donor development programmes and other stakeholders of the Council.</li> <li>• To give quarterly reports of the implementation of the Council development programmes.</li> <li>• To supervise the Council programme development funds in every yearly budget.</li> <li>• To prepare different various reports as requested by Central Government and other development partners</li> <li>• To prepare the ruling party manifesto implementation reports</li> </ul>
3. Education	
4. Livestock and Fisheries	<ul style="list-style-type: none"> <li>• Provision of vetererinary extension services to livestock keepers</li> <li>• Prevention/treatment and control of livestock diseases.</li> <li>• Inspection of animals and animal products brought in and out of Lindi municipal.</li> <li>• Sensitisation of the livestock keeper to join in co-operative societies.</li> <li>• Training of livestock keeper on modern animal husbandry.</li> <li>• To safe guide veterinary public health</li> <li>• Supervising entrance and distribution of veterinary inputs</li> <li>• Supervising implementation of veterinary act ,regulations and policy</li> </ul>

	<ul style="list-style-type: none"> <li>• Training of extension workers</li> <li>• Provision of extension services to fishers and other stakeholders</li> <li>• Combat illegal fishing.</li> <li>• Supervision in conservation and protection of aquatic environment</li> <li>• Supervising implementation of Fisheries act, regulations and policy.</li> <li>• Fish quality inspection</li> <li>• Provision and inspection of fishing licence and permit.</li> <li>• Inspection of fishing licence, fishing gears and vessels</li> <li>• Collection of revenue from Fish and Fish products.</li> <li>• Taking and giving out of fisheries statistical data.</li> <li>• Coordinating all activities concerning fisheries.</li> </ul>
5. Agriculture	<ul style="list-style-type: none"> <li>• Sensitizing and educating the community to identify their core needs and problems hindering them towards their Agriculture development.</li> <li>• Working with the Community to identify and prioritize Agriculture projects which will help them to solve problems facing them.</li> <li>• Assist and participate the community in planning, and implementing Village Agriculture Development Plans (VADP)</li> <li>• Assist participatory Monitoring and Evaluation.</li> <li>• To provide basic Agriculture knowledge to farmers</li> <li>• To assist Community to form various economic agriculture groups</li> <li>• To support farmer groups with farm implement, seeds and equipment by the year 2017</li> <li>• To support farmers with complete milling machine by the year 2017</li> <li>• To support construction of warehouse by the year 2017</li> <li>• To train farmers on crop processing Techniques by the year 2017</li> <li>• To provide short course and study tour extension staffs on new technology by the year 2017.</li> <li>• To provide study tour to farmers by the year 2017.</li> <li>• To support Agriculture staffs to attend 4 quarterly progresses report submission meetings by the year 2017.</li> <li>• To train farmers on proper utilization of agriculture inputs by the year 2017.</li> <li>• To facilitate DFT and WFT members on review and planning annual Agriculture Plan and Budget by the year 2017</li> <li>• Sensitizing and empowering the community to form viable MFIs (SACCOS).</li> </ul>



**Lindi Municipality Strategic Plan for year 2012-2017**

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	<ul style="list-style-type: none"> <li>• Enhancing the AMCOS in good governance system of leadership.</li> <li>• Sensitisation of the community in self-reliance activities.</li> <li>• Assist and participate the community in planning, starting and Implementing ward development plans.</li> <li>• Mobilizing the farmers group in Tulieni to form Saccos.</li> <li>• Sensitizing the AMCOS and SACCOS to join in Tanzania Cooperative bank.</li> </ul>
5. Finance	<ul style="list-style-type: none"> <li>• To advice heads of departments on financial matters.</li> <li>• Preparation of income and expenditure budgets and projects in Cooperation with other departments.</li> <li>• Supervision of collection of all council revenue in cooperation with other departments.</li> <li>• Making sure that all bookkeeping records are correct and all Municipal Council assets are stored safely and accurately recorded.</li> <li>• Preparation and submission of the council’s financial reports of actual income and expenditure according to budgets.</li> <li>• Preparation of annual final accounts and submission of the accounts to relevant authorities.</li> <li>• Preparation of a practicable internal inspection system in the departmental workplan.</li> <li>• Conduct training to departmental staff on new versions of Epicor-an expenditure computerised system to enable them to be knowledgeable with their duties, laws and financial regulations.</li> <li>• Improvement of relevant financial regulations and supervise their applications.</li> <li>• Performance of all duties relating to tendering.</li> </ul>
6. Health	<ul style="list-style-type: none"> <li>• Reproductive and Child Health Care.eg Family planning, PMTCT, Immunization.</li> <li>• Deliveries</li> <li>• Outpatient and inpatient services (management of Communicable and non communicable diseases).</li> <li>• Voluntary Counselling and Testing.</li> <li>• Provider Initiated Testing and Counselling</li> <li>• Care and Treatment Clinic</li> <li>• Home Based Care</li> <li>• House to house inspection (Sanitation)</li> <li>• Inspection of premises eg salt iodations, food hygiene, water</li> <li>• Immunization (Routine and mass campaign)</li> <li>• Waste management</li> <li>• Health education in malaria, AIDS and HIV</li> </ul>

## Lindi Municipality Strategic Plan for year 2012-2017

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	<ul style="list-style-type: none"> <li>• Management of cholera outbreak</li> <li>• Chlorination of water for human consumption.</li> <li>• Enforcement of health and sanitation laws.</li> </ul>
7. Water	<ul style="list-style-type: none"> <li>• Supervising and monitoring outsourced services</li> <li>• Undertaking rehabilitation and repair of existing water infrastructures</li> <li>• Extending and enhancing monitoring and evaluation of water supply services</li> <li>• Training artisans that needed for community water supply entities</li> <li>• Insemination of National Water Policy to the community</li> <li>• Linking the LUWASA entity, the main water supplier in the municipal to the beneficiaries (when need arise)</li> <li>• Preparation of sector reports for higher authority</li> <li>• Current tangible activities include ground water exploration and drilling of Four (4) deep water wells to Kitunda, Tulieni, Kineng'ene and Mtange villages as outsourced projects and Twelve (12) shallow wells were rehabilitated so as to provide safe and clean water to the community-executed by force account.</li> </ul>
8. Roads	<ul style="list-style-type: none"> <li>• 40.59km of gravel roads were constructed.</li> <li>• 46.6 km of Earth roads were graded by grader</li> <li>• Laying 1.8km Tarmac roads were constructed</li> <li>• Drains of 9.42km were excavated and constructed</li> <li>• 16 lines of concrete culverts were constructed</li> <li>• Routine desilting of 43 lines of pipe culverts were done</li> <li>• Routine desilting of 5km of open drains were done</li> </ul>
9. Lands and Natural Resources	<ul style="list-style-type: none"> <li>• Enabling working environment conservation in the municipality</li> <li>• Ensure community involvement in environmental conservation</li> <li>• Ensure proper land facilitation to investors in the municipality</li> <li>• Facilitate town planning and land valuation in the municipality</li> <li>• Conduct and facilitate compensation of the land owners at Mitwero town planning</li> </ul>
10. Community Development	<ul style="list-style-type: none"> <li>• Sensitizing and educating the community to identify their core needs and problems hindering them towards their developments.</li> <li>• Working with the Community to identify and prioritize projects which will help them to solve problems facing them.</li> <li>• Working as a Social Therapist whereby education to the Community on elimination of negative attitudes is provided</li> <li>• Sensitisation of the community in self-reliance activities.</li> <li>• Integration of the community with organizations, donors and other development oriented institutions.</li> </ul>

	<ul style="list-style-type: none"><li>• To make studies and produce reports of problems prevailing in the community.</li><li>• Awareness creation on HIV/AIDS and mobilization of Community for voluntary testing of HIV/AIDS</li><li>• Integrating activities related to Most Vulnerable Children to the Council Budget.</li><li>• Updating information related to MVCs after every 6months</li><li>• Coordinating activities conducted by Non-Governmental Organizations (NGOs) supporting the Most Vulnerable Children to access education and health Services.</li><li>• Create awareness to the Parents and Guardians through Workshops, Seminars and Community meetings on the importance of observing Children Rights.</li><li>• Sensitize Community to form various economic groups</li></ul>
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## CHAPTER THREE

### 3.0 VISION, MISSION AND OBJECTIVES

#### CORE VALUES ON FORMULATION OF VISION, MISSION AND OBJECTIVES

Lindi Municipal Council wishes to see that what is envisioned in its Mission is delivered and thereby assuring that the Vision is realized. In order to achieve that there must be clear observations on the following statements prepared.

##### **Good Governance**

Maintenance of peace and order is mostly facilitated by good governance practiced by Lindi Municipal council management and employees. The council staff will all together adhere to the principles of good governance while undertaking their duties. Hence to be honesty, impartiality and consistency in decision-making are major attributes to attain this value.

##### **Delivering Quality Services**

The management and staff of Lindi Municipal Council will offer high quality services through recognizing the needs of all groups of people without discrimination. It is expected that the quality services will be delivered.

##### **Commitment, Transparency and Accountability**

Management and staff of Lindi Municipal council will be committed to serve the community with diligent in accordance to their skills and experience and be accountable to their actions and conduct of business. That is being a responsible employer with a motivated workforce whose contribution is recognized in a transparency manner.

##### **Participatory planning**

The Lindi Municipal council operations must be equitable and the process transparent and assure involvement/participation of different stakeholders. That is to co-operate with the other Stakeholders and encouraging a sense of community in our villages and towns in order to improve participatory project planning and implementation.

##### **Sustainable economic growth and development**

This is the Core base of the Mission delivered. In other words this is the end product of the council effectively delivering its Mission thereby realizing its Vision as well. Sustainable development is determined by sustainable economic growth whereby increase in production of goods and services is the key measurement index.

### **3.1 VISION**

The vision of Lindi Municipal Council is to be among the best councils with ability to provide better and sustainable services to all stakeholders by 2025.

### **3.2 MISSION**

The mission of Lindi Municipal Council is to increase the capacity of multicultural community to develop good governance, economic growth, social wellbeing and environmental sustainability.

### **3.3 OBJECTIVES**

#### **Main Objective**

The main objective of Lindi Municipal Council is to ensure sustainable livelihood to the people of Lindi Municipality through improved quality of life and socio-economic services in order to open up ways to attract different investors to venture or invest in various sectors of the municipality.

#### **Specific Objectives**

To achieve this purpose, the Lindi Municipal Council has set down the following specific objectives:-

##### **A. Services Improved and new HIV/AIDS infections reduced**

The HIV/AIDS infection status in the municipality is 5.9% and most of the infected population aged between 18 to 45 years. This is the active group in the economy; it is very likely that HIV/AIDS is weakening labor force in the municipality. So the strategic plan through this objective will address the means to reduce the spread of diseases especially HIV/AIDS in order to serve the lives of the people who are the key actors of the socio-economic activities.

##### **B. Implementation of Ant-Corruption Strategy sustained and enhanced**

Corruption is a phenomenon that is growing day to day in our society. It minimizes the levels of accountability and transparency among the society. As a public service provider to the community within the area of jurisdiction, Lindi Municipal Council need to address the situation in all areas where public services are provided so as to realize the set objectives and ensure good governance.

**C. Access and quality social services improved**

The council is committed to provide quality and improved social services to the communities. This strategic plan will address itself to the critical issues on social services in order to achieve the set Mission.

**D. Good Governance and administrative services enhanced**

Good governance is regarded as a key cause of achievement within the societies. It deals with decision making, the rule of law, human resources management, participation, transparency, accountability, accessibility, effectiveness and efficient, equity and gender. The Municipal council will implement the plan in accordance to principles of good governance so as to be responsive to the present and future needs of the people.

**E. Emergency preparedness and disaster management improved**

Emergency preparedness and improved management is essential for the council in minimizing unnecessary cost on occurrence of disasters such as fire, disease outbreak, and landslide.

**F. Quantity and quality of economic services and infrastructure improved**

Physical infrastructures are the key factors of economic growth and development in any economy. The Municipal council is obliged to improve the quantity and quality of economic services to boost the growth and development of Lindi Municipality through effective use of economic resources available. The productivity change in agriculture and livestock, fisheries, natural resources, trade and industries will lead into magnitude change of economic services and infrastructure provided.

**G. Management of natural resources and environment improved**

The Lindi Municipal Council believes that any sustainable economic growth and development is accompanied by sustainable environmental conservation and management. The growth of economy depends on its environment, so the Municipal council will ensure good management of its natural resources available, improve sanitation and environment.

**H. Participatory project planning, appraisal, monitoring and evaluation enhanced**

Bottom-up planning circle is an approach used by Local Governments in setting of its plans and budgets. Community involvement into project planning will be addressed by Lindi Municipal Council in order to allow participatory planning approach. Monitoring

and evaluation of the projects being implemented in the council is a tool to better performance of those projects. So the council will ensure effective M & E.

From the above specific objectives, the different sectors have set their specific targets which will be implemented and achieved specifically by each sector. Every department/sector will have its own target to meet the council objectives and will not share the targets among sub votes across sectors in order to improve accountability. So the targets set here under by departments are too specific (SMART) into effective fulfillment of the council objectives.

## **CHAPTER FOUR**

### **4.0 STRATEGIES AND TARGETS**

The Council has formulated strategic objectives which have to be addressed by targets and strategies. The goal or results which the people of Lindi Municipal Council and other stakeholders expect to obtain by 2017 are shown in the following Key Results Areas:-

1. Poverty eradication
2. Community participation
3. Gender balance
4. Environmental conservation
5. Efficient and effective resource management
6. Transparency and accountability

### **4.1 POVERTY ERADICATION**

Poverty Rate of the people of Lindi Municipal Council is indicated by statistics which show a low standard of living where by income poverty is dominant. It is estimated that the total population of Lindi Municipal Council is 103,681 people where 50,481 are males and 53,200 are females. The estimated annual percapita income is Tshs764,000/= and its poverty rate is 18.3. In order to improve the standard of living of its people, Lindi Municipal Council has formulated a set of strategies which aim at increasing the average annual income per person from Tshs 764,000/= to Tshs 1,000,000/= by 2017. Priority strategies to improve infrastructure, to create employment opportunities and a conducive enabling environment for economic growth in agriculture and trade raise income and living standards of the people. These strategies must go along with improved service delivery in order to eradicate poverty.

To achieve these overall strategic objectives, the sectoral strategies are shown in the following table 4.1.



**Table 4.1: Poverty Eradication**

<b>TARGETS</b>	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>
1. To improve quality of health services from 52% to 70% by 2017 <b>(Health)</b>	1. To facilitate increased Community health contribution funds to all 13 public health facilities	1.1 To sensitize community from all 18 wards to join TIKA contribution scheme.  1.2 To facilitate poor families to get free TIKA cards from NGOs.  1.3 Sensitize the community to change health user charges from Tsh 1000 to 3000 per visit	Number of people with TIKA cards increased from 250 to 1000  Health services access improved
	2. To improve environmental sanitation	2.1 To conduct sensitization to the community on change of sanitation monthly charge from Tsh 500 to Tsh 1000  2.2 To provide street waste collection equipments  2.3 To sensitize the community on environmental preservation	Sustainable street cleanliness and number of equipments provided
	3. To improve human resources recruitment for health as per establishment	3.1 To facilitate and conduct effective preparation and submission of PE budgets as per budget guidelines  3.2 To facilitate and conduct visits to various health colleges for staff lobbying  3.3 To facilitate and ensure effective payment of health workers statutory payments	Number of new health workers recruited
2. Improved level of social welfare among communities of Lindi Municipality from 20% to 50% by 2017 <b>(Community Development)</b>	1. Facilitation of Village Community Bank (VICOBA) formation and ensure that 54 groups of VICOBA formed in 18 wards	1.1 Conduct 80 sensitisation meetings in 20 villages and 60 mitaa through entrepreneurial groups and village leaders	Number of VICOBA formed increased from 130 to 250
	2. Provide entrepreneurship trainings and financial supports to 160 economic groups	2.1 To conduct 5 days training to 160 community entrepreneurial Groups	Number of entrepreneurship within economic groups increased

**Lindi Municipality Strategic Plan for year 2012-2017**

		<p>2.2 To provide loan support to 54 groups each year for three years</p> <p>2.3 To make follow up to Loan repayment and make sure that 50% of loan is repaid every year.</p>	from 235 to 500 by 2017
	3. Sensitize and mobilize community of Lindi Municipality to construct the modern and low cost houses	<p>3.1 To conduct 15 sensitization meetings on quality and low cost house construction</p> <p>3.2 To conduct 10 days training to 50 modern and low cost houses construction groups</p>	Number of new low cost houses constructed
	4. Identification and support of vulnerable groups (Disabled, Children and Elders).	<p>4.1 To conduct training to Ward, Mitaa/Village leaders on how to identify vulnerable groups</p> <p>4.2 To mobilize and coordinate supports provided to vulnerable groups from different stakeholders</p> <p>4.3 To coordinate and analyse information of vulnerable groups funds formed at ward level</p>	Number of vulnerables identified and supported
3. Improved access to safe and clean water supply by the community from 28% to 60% by 2017. <b>(Water)</b>	1. To improve collaboration with development partners in increasing community access to clean and safe water sources	<p>1.1 Carry out groundwater explorations</p> <p>1.2 Drilling of deep and shallow wells</p> <p>1.3 Construction of new water pumped schemes in corroboration with development partners ie World Bank (WB).</p> <p>1.4 Rehabilitation and construction of shallow wells.</p> <p>1.5 Promote community participation in sectoral development</p>	<p>Number of deep wells constructed</p> <p>Increased volume of safe and clean water supplied to 60% from existing 28% by 2017</p>

**Lindi Municipality Strategic Plan for year 2012-2017**

	2. Promote rain water harvesting (RWH) technology to improve access to safe and clean water and create sustainable water supply in Lindi Municipality	2.1 To conduct 25 training workshops to village artisans on rain water harvesting (RWH) technology.	Increased number of people and volume of safe and clean water supplied by 10% from existing 28%
Improved roads network throughout the year in the municipality from 60% to 90% by 2017. <b>(Roads)</b>	1. Contract out road maintenance and rehabilitation to private construction contractors	1.1 Issue and manage contracts for maintenance of 380 km of Council roads, 15 km of tarmac roads, 250km of town gravel roads	Increased passability throughout the year on Municipal roads from 60% to 90% by 2017
	2. Train community groups on road maintenance works by Labour base Technology	2.1 Train 85 community groups on road maintenance rehabilitation	49% of Municipal roads (i.e. 511km) maintained annually from current 88.7km (i.e. 17.4%)
Food and cash crop production increased from 1.5 to 20 tonnes per hector by the year 2017 <b>(Agriculture)</b>	1. To promote crop production among farmers in order to attract other people who are dealing with other business in Lindi to engage in crop production.	1.1 To support farmers with complete milling machine by the year 2017 1.2 To support farmer groups with 1 tractor, seeds/cuttings and equipment by the year 2017 1.3 To support construction of 3 warehouse by the year 2017 1.4 To rehabilitate farm roads to gravel level by the year 2017 1.5 To support farmers with agriculture inputs by the year 2017 1.6 To support farmers with processing machine 1.7 To support construction of one resource centre 1.8 To support farmers with packaging machine 1.9 To support farmers with packaging materials	
	2. To establish irrigation scheme at the Irrigation potential areas i.e. Ngongo, Kitandi, Tandangongoro, Mkwaya, Mnazi Mmoja, Changali and Matapatapa.	2.1 Sensitizing and educating the community to identify their core needs and problems hindering Irrigation activities 2.2 To conduct survey and Detailed Designing	The amount of tones produced per hector

**Lindi Municipality Strategic Plan for year 2012-2017**

		<p>2.3 To solicit funds from District Irrigation Development Fund (DIDF)</p> <p>2.4 Tender Advertisement for scheme construction.</p> <p>2.5 To conduct training on AFUA ZA LISHE to District nutrition committee.</p>	
<p>Nutrition status of the community improved from 24% to 36% by the year 2017 <b>(Agriculture)</b></p>	<p>1. Provision of knowledge to community on nutrition status from district, Ward and village level</p>	<p>1.1 To conduct training on AFUA ZA LISHE to District nutrition committee</p> <p>1.2 Formation of Ward and village nutrition committee</p> <p>1.3 To conduct training on AFUA ZA LISHE to Ward and village nutrition committee</p> <p>1.4 Data collection on nutrition health status</p>	<p>Decreased number of people with malnutrition</p>
<p>Increase productivity of livestock and livestock products from 30% to 55% by 2017 <b>(Livestock)</b></p>	<p>1. Prevention/treatment and control of livestock diseases.</p> <p>2. Improvement of livestock breeds</p> <p>3. Procurement of 100 cross breed cow (Ayrshire/Friesian cross and 10 cross breed bull)</p>	<p>1.To provides veterinary extension services from 1000 to 5000 livestock keepers by 2017</p> <p>2. To sensitize community to involve in livestock keeping in all 18 wards</p> <p>3. To conduct 42 seminar on sensitization of the use of Artificial insemination as means of improving breeds and productions</p> <p>4. Purchasing of 100 cows and 10 bulls and distributes to 10 Livestock groups</p>	<p>1. Increase average production of milk from 6 litre per cow per day – to 12 litres per day by 2017</p> <p>2.Increase production of eggs from 19,200-25,000 trays per year by 2017</p> <p>3. Increase populations of livestock Cattle from 1500- 2500, Chicken from 92,000- 100, 000, Goats from 10200-12500, Sheep from 250-500.</p>
<p>Increased fish production rate from average of 262 tons per year to 1000 tons per year by 2017 <b>(Fisheries)</b></p>	<p>1.To have a modern fish market</p> <p>2. Combat illegal fishing.</p> <p>4. To conserve and protect aquatic environment</p>	<p>1. Construction of modern market.</p> <p>2. Educating fishers and related stakeholders on modern and acceptable fishing techniques</p> <p>3. To conduct 30 patrol against illegal fishing</p>	<p>1. Decrease of illegal fishing gear</p> <p>2. Increase of fish and other aquatic resources</p> <p>3. Presence of modern fish market</p>

## Lindi Municipality Strategic Plan for year 2012-2017

	5. Disseminating Aquaculture technology 6. Procurement of boat	4. To conduct 60 meeting for sensitization of community to involve in Aquaculture 5. Inspection of fish and fishing gear 6. Purchasing of boat	4. increase fish stakeholders
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### 4.2 COMMUNITY PARTICIPATION

Community participation has far reaching positive results in development projects planning and implementation. The Council will ensure democratic decision making and implementation in kind of development projects and save council financial burden. Community participation will also ensure ownership accountability in development projects to the community and foster smooth implementation. In order to achieve these strategic objectives, the strategies are as shown in the following table 4.2.

**Table 4.2: Community Participation**

TARGET	STRATEGIES	ACTIVITIES	PERFORMANCE INDICATORS	
To improve quality of health services from 52% to 70% by 2015 <b>(Health)</b>	1. Collaborate with NGOs i.e. PEMWA in solid waste management	1.1 To conduct community sensitization on sanitation group formulations.	Increase number of sanitation groups from 18 to 50 groups.	
		1.2 To conduct sanitation competition to 18 wards	Number of wards involved	
	2. To make sure constant flow of drugs and reagents in Health facilities	2.1 To purchase and distribute medicine and medical equipment to 18 health facility	Availability of drugs	
		2.2 To conduct supervision to 18 health facilities	Level of service delivery improved	
	3. To improve health facilities infrastructure		3.1 Construction of 3 dispensaries through Health Sector Development Grant (HSDG)	Number of HFs constructed
			3.2 Install solar power to 4 HFs and electrical power to 1 HF	HFs installed with Solar and electrical power
			3.3 Construction of rain water reservoir to 5 HFs	Number of rain water reservoir constructed in HFs
Participatory planning and implementation of community development projects improved from 20%	1. To improve collaboration with Civil Society Organizations (CSOs) and other sectors in sensitizing the community involvement into planning	1.1 Conduct sensitization meetings in villages and Mitaa to create awareness of people to participate in projects implementation which are being supported	Number of community projects implemented and level of community participation	

## Lindi Municipality Strategic Plan for year 2012-2017

to 50% by the year 2017 ( <b>Community Development</b> )	and implementation of development projects.	Locally and Internationally through Programmes like ASDP, TASAF, MACEMP, RWSSP, HSDP, by June 2017.	
Improve community involvement in planning and implementation of Water projects from 30% to 70% by 2017. ( <b>Water</b> )	1. Collaborate with various water stakeholders in sensitizing the community involvement in planning and implementation of water projects.	1.1 To conduct 45 sensitization meetings and 30 training workshops to villagers through WADC committees and village leaders.	Increased number of water schemes operated and maintained by community/water users for sustainability of water services
Improve community involvement in planning and implementation of Road projects from 32% to 70% by 2017. ( <b>Works</b> )	1. Collaborate with construction stakeholders in sensitizing the community in planning and implementation of Council Roads Projects.	1.1 Conduct 30 sensitization meetings and seminars in all wards	Increase the road network of Paved surface from 15km to 25km, gravel from 80km to 150km, Earth 380km to 500km by 2015 to allow road network coverage up to 65%.
Improve community involvement in planning and implementation of Fisheries projects from 50% to 80% by 2017. ( <b>Fisheries</b> )	1. Strengthening of BMU's	1.1 Conduct 48 sensitization meetings in 24 Mitaa involving in fishing activities by 2017	Increase Participatory security of Aquatic environment.
Participatory project Identification, Planning, Implementation, Monitoring and Evaluation increased from 20% to 50% by the year 2017 ( <b>Agriculture</b> )	1. To ask the high authority to adhere to DADP planning schedule.	1.1 To carry out participatory, Monitoring and Evaluation per quarter for the year 2017  1.2 To facilitate DFT and WFT members on review and planning annual Agriculture Plan and Budget by the year 2017	The number of Projects implemented

### 4.3 GENDER BALANCE

The Government in collaboration with NGOs dealing with gender issues has made efforts to mainstream gender into policies, plans and budgets. The Council in collaboration with all stakeholders shall make an effort to implement those policies, plans and budgets. Strategies shall aim at upholding the principle of equal opportunities

**Lindi Municipality Strategic Plan for year 2012-2017**

including raising the number of women representation to a third of the total number of councillors as shown in the following table.

**Table 4.3: Gender Balance**

<b>TARGETS</b>	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>
To increase enrolment of female in HFGCs from 31% to 50 % by 2015. <b>(Health)</b>	1. Sensitise the community on equal opportunities for community health committees to all eligible by gender.	1.1 Facilitate meetings with WDCs leaders on addressing gender issues in communities	Increase in proportion of women enrolment in every HFGCs
30% of women in Lindi Municipality involved in decision making by 2017 <b>(Community Development)</b>	1. Effective implementation of Women and Gender policy	1.1 Facilitate meetings with leaders on addressing gender gaps in communities 1.2 To sensitize Women to establish group projects which and assisting them to access financial support 1.3 To facilitate the adoption and use of Simple and Appropriate Technology this will reduce Women's workload such as use of energy server stoves.	Number of Women Group projects established and supported
Reduction of gender inequalities in Water Department from 0% to 30% by 2017 <b>(Water)</b>	1. Sensitise stakeholders on gender issues	1.1 Recruit female staff for the department 1.2 Promote women participation in community water supply entities 1.3 Conduct gender issue training to all stakeholders.	Increased number of women in Water sector in the municipal
Reduction of gender inequalities in Municipal Council in Construction works from 5% to 30% by 2017 <b>(Works)</b>	1. Sensitise the Community in various Mitaa where construction works are to be undertaken.	1.1 Conduct 5 seminars on gender participation in construction works before starts the Implementation.	Increased number of women in construction works participating effectively.
To increase involvement of women	Sensitise the community on equal opportunities in	Facilitate 60 meetings with CBO leaders on	Increase proportion of women

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**Lindi Municipality Strategic Plan for year 2012-2017**

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in planning and implementation of livestock and fisheries projects from 30% to 50% by 2017 <b>(Livestock &amp; Fisheries)</b>	gender balance	addressing gender issues in communities	participating in projects
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#### **4.4 ENVIRONMENTAL CONCERNS**

The Council has formulated targets and strategies which shall address environment concerns in issues such as land degradation, environmental pollution, loss of wildlife habitats and biodiversity and deforestation. The Council in collaboration with NGOs and the private sector shall undertake tree planting programmes and environmental conservation awareness campaigns as shown in the following table 4.4.

**Table 4.4: Environmental Concerns**

<b>TARGETS</b>	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>
Sustainable forest conservations, products and forest services through increasing and putting under strong management area of reserved forests from 9334.9 to 15285 hectares by 2017 <b>(Natural resources)</b>	1. Sustainable management of forest through establishment of participatory forest management (PFM)	1.1 Undertake tree planting campaigns to plant 150,000 trees annually by the year 2017  1.2 Create awareness on environmental conservation to 18 WEOs, 63 MEOs, 20 VEO and 20 Village leaders by the year 2017  1.3 To facilitate establishment of tree nurseries in each of the 60 villages by the year 2017.  1.4 To facilitate the formulation of by Laws in the 22 villages by the year 2017	Number of hectares for reserved forests
Promote environmental conservation and sanitation sustainability from 34% to 60% by 2017 <b>(Health)</b>	1. Promote conservation of health facility environment  2. To improve environmental sanitation	1.1 To sensitize HWs to plant 10 trees annually in every health facility  2.2 Sensitize community to change sanitation monthly fees from 500 to 1000 per householder.  2.3 Provide street waste collection equipments  2.4 To conduct Environmental Impact Assessment for human health.	Increased number of trees in Health facility grounds.  Revenue from sanitation charges

**Lindi Municipality Strategic Plan for year 2012-2017**

Coordination of emergency preparedness and Disaster management in 18 wards of Lindi Municipal Council by 2017 ( <b>Community Development</b> )	1. Sensitise the community to be aware on issues pertinent to disaster management and mitigation	1.1 To facilitate formation of Wards, Villages and Mitaa Disaster Management Committees and Train them on how to face disaster	Number of Disaster Management Committees formed and trained
Promote water source conservation by 20% by 2017 ( <b>Water</b> )	1. Creating awareness on the conservation of water sources	1.1 Sensitise and enhance communities to carry out demarcation of water catchment areas 1.2 Sensitise 18 ward leaders on detrimental environmental acts ie liting bushfires, conducting agricultural and livestock activities near water sources and across water catchment zones.	Increased number of water sources conserved yearly.
Reduce the degree of Natural forest destruction when conducting Road construction works by 2017 ( <b>Works</b> )	1. Promote re-forestation at the particular environment where the construction works done.	1.1 Conduct seminars and training on the necessity of natural forest. 1.2 Distribute variance of tree seedlings for re-planting.	Increased number of trees in along the roads.
Promote Aquatic and Terrestrial environmental conservation from 10% to 50% by 2017 ( <b>Fisheries</b> )	1. To raise public awareness on Promoting environmental conservation  2. Involvement of community in conservation of Aquatic environment	1.1 Distribution of 50,000 mangrove seedling 1.2 Identification of area for plantation of mangrove seedling 1.3 To educate fishers and stake holders on the use of acceptable fishing gears, techniques and effect of environment pollution to aquatic resources 1.4 To make effective use of environmental act	Increased number of rare/endangered organisms  Reduction of soil erosion in aquatic and terrestrial environment.  Increase of biodiversity
Promote environment conservation level from 45% to 75% by 2017	1. Involve community to combat desertification.  2. Emphasize zero grazing/intensive system in Town	1.1 Distribute 100,000 tree seedlings 1.2 Undertake tree planting campaigns to plant 10,000 trees annually 1.3 Educate livestock keepers on importance of zero grazing related to environmental	Increased number of trees.  Reduction of soil erosion  Increase area for grazing

**Lindi Municipality Strategic Plan for year 2012-2017**

		conservation 1.4 To educate Livestock keeper to avoid over stocking	

**4.5 EFFICIENT AND EFFECTIVE RESOURCE MANAGEMENT**

In order for the Council to improve on service delivery, it has addressed key issues of enhancing mobilisation of stakeholders' funds and other revenue sources, to ensure recruitment and retention of qualified staff and to service, maintain and rehabilitate its equipment and materials in all sectors. To achieve these, strategies shall be as shown in the following table 4.5.

**Table 4.5: Efficient and Effective Resource Management**

<b>TARGETS</b>	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>PERFORMANC E INDICATORS</b>
Ensure human resource for Health sustainability from 49.1% to 62% by 2017 <b>(Health)</b>	1. To improve budget on statutory payment to all existing employee.	1.1 Early payment of subsistence allowances, uniform allowance and extra duty.	Percent of health workers retained.
Access of Skills and knowledge to extension staffs and farmers improved from 50% to 75 % by the year 2017 <b>(Agriculture)</b>	1. To conduct study tour, short courses, long courses refresher course, FFS, demonstration plots and provision of working tools and equipment.	1.1 To establish 10 crop Demonstration plots and 20 FFS per year by the year 2017. 1.2 To provide 10 motor cycle to 10 Extension officers, 1 motor vehicle, photocopier machine and other office facilities by the year 2017 1.3 To facilitate 1 day research meeting per year by the year 2017 1.4 To sensitize farmers group to form SACOOS	Number of extension staffs who access skill and knowledge
Ensure recruitment and retention of qualified staff in Livestock and Fisheries from 30% to 60% by 2017 <b>(Livestock &amp; Fisheries)</b>	1. Collaborate with stakeholders to recruit qualified staff as per approved establishment 2. Create conducive working environment to retain qualified staff	1.1 Recruit qualified 10 Livestock and 5 Fisheries officers 1.2 Conduct staff performance appraisal annually and reward those eligible in the department 1.3 Prepare an annual training	Increased number of retained staff

## Lindi Municipality Strategic Plan for year 2012-2017

	3. Increase skills and knowledge of staff in various working areas	plan for all department staffs 1.4 Purchasing of 10 motorbikes for veterinary and fisheries extension officers	
Improved project management and monitoring of Water activities and projects <b>(Water)</b>	1. Build the capacity and moralise the staffs of Water department to properly monitoring and supervising projects.	1.1 Recruit two engineers and four technicians 1.2 Pay statutory allowances to staff 1.3 Procure necessary equipment and tools 1.4 Collaborate with various water stakeholders to conduct training and workshops related to Water sector development. 1.5 Facilitate daily functions of department	Existence of appropriate projects schedule, quality reports and value for money commissioned projects.
Council database established and sustained in the council by 2017	1. Build capacity of 18 WEOs, 63 MEOs and 20 VEOs to collect, compile and submit data to the database <b>(Planning)</b>	1.1 Train 18 WEOs, 63 MEOs and 20 VEOs on data collection process and compilation, Data processing and analysis and record keeping 1.2 To Purchase 15 computers and peripherals for data recording and analysis	Improve reliability and availability of data for decision making

### 4.6 TRANSPARENCY AND ACCOUNTABILITY

As the saying goes that, “not only that justice must be done, but it must be seen to be done”. This also applies to the Council service delivery and development project implementation. Council activities must be transparent and show accountability to the eyes of all stakeholders. In order to improve transparency and accountability in its activities, the Council has formulated strategies to enhance reporting mechanisms, management information system and establishment of a Database. The strategies are as shown in the following table 4.6.

**Table 4.6: Transparency and Accountability**

TARGETS	STRATEGIES	ACTIVITIES	PERFORMANCE INDICATORS
Ensure good governance to 18 health facilities by 2017 <b>(Health)</b>	1. Updating knowledge to 91 health workers	1.1 Conduct training on good governance to 91 health workers from 18 health facilities	Number of health workers trained in good governance

**Lindi Municipality Strategic Plan for year 2012-2017**

	2. Promote Private Partnership Participation in health activities	2.1 Conduct CCHP planning which involved stakeholders of health related.	Easy implementation of the plan.
Improved project management and monitoring of council activities and projects by 2017 <b>(Planning)</b>	Build the capacity of heads of department to properly manage own projects.	Conduct 2 workshops with Council Management team on proper project management, monitoring and reporting	Existence of up to date progressive activities and reports on current projects
To impart good Governance to leaders from mitaa/village level to Municipal level <b>(Community Development)</b>	1. Updating knowledge to Ward and Village leaders on good governance  2. Hold public meetings to disseminate information on good governance	1.1 Conduct training on good governance to 54 leaders from 18 Wards of Lindi Municipal Council.  1.2 Disseminate information to beneficiaries on good governance by using leaflets and brochures	Number of Ward leaders trained in good governance
HIV/AIDS information and education disseminated among farmers and staffs <b>(Agriculture)</b>	1 To create awareness to agriculture staffs on new HIV/AIDS invasion	1.1 To conduct 1 day identification on analysis of HIV/AIDS among agriculture staffs  1.2 To provide information, education and communication material on HIV/AIDS in agriculture department by the year 2017	Reduced prevalence of HIV/AIDS
Improve management and monitoring of projects by 2017 <b>(Planning)</b>	1. Build the capacity of working staffs on proper projects management and monitoring	1.1 Conduct 6 workshops with Staffs on proper projects management, monitoring and reporting	Existence of up to date progressive activities and reports on current projects

<b>TARGETS</b>	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>PERFORMANCE INDICATORS</b>
HIV/AIDS Education to all pupils, teachers and staffs in Primary Education Department promoted by 2017.	1. Promote care and support affected pupils, teachers and staff.  2. Health of all affected pupils, teachers and staffs improved.	1.1 Identify affected teachers, pupils and staffs.  1.2 Support nutrition food to pupils, teachers and staffs.  1.3 Conduct seminars to 31 primary school teachers.  1.4 Encourage voluntary	

**Lindi Municipality Strategic Plan for year 2012-2017**

	<p>3. Encourage voluntary HIV/AIDS testing and counseling.</p> <p>4. Promote HIV/AIDS education through extra curriculum activities.</p>	<p>testing.</p> <p>1.5 Orient teachers towards participatory action based on HIV/AIDS preventive education</p>	
<p>Teaching and Learning environment improved in 34 pre and primary school from 54% to 75% by 2017.</p>	<p>1 Make sure equal distribution of teachers in 34 pre- primary and primary schools.</p> <p>2 Identify shortage of teachers in all schools.</p> <p>3 Improve/encourage self reliance education.</p> <p>4 Completion of school infrastructure.</p> <p>5 Construction of all required school infrastructure in 34 pre-primary and primary schools.</p> <p>6 Increasing enrolment rate of children with special needs and standard I.</p> <p>7 Rehabilitate school buildings.</p> <p>8 Monitoring and regular school inspection.</p> <p>9 Sensitization to stakeholders and community contribution in Education school.</p> <p>10 To provide</p>	<p>1.1 Recruitment deployment of teachers</p> <p>1.2 Sensitization to school committees.</p> <p>1.3 Complete unfinished classrooms.</p> <p>1.4 Construct new school classroom.</p> <p>1.5 Follow up visit and monitoring.</p> <p>1.6 Complete unfinished teachers houses</p> <p>1.7 Construct new teachers house</p> <p>1.8 Construct pit latrines</p> <p>1.9 Purchase and repair desks</p> <p>1.10 Prepare and conduct District, Regional and National Examinations.</p> <p>1.11 Conduct census and sensitization to community</p> <p>1.12 Providing teaching and learning materials.</p> <p>1.13 Mobilization of resources and fund rising.</p> <p>1.14 Conducting annually and Quarterly meeting.</p> <p>1.15 Prepare and submit PEDP Quarterly report, LAAC and Budgeting.</p> <p>1.16 Conduct sports and games seminars</p> <p>1.17 Conduct</p>	

**Lindi Municipality Strategic Plan for year 2012-2017**

	<p>adequate and appropriate basic teaching and learning materials.</p> <p>11 Improve high rate performance in national Examination</p> <p>12 Provide meals at school during school hours.</p> <p>13 Mobilize community to contribute funds for meals.</p> <p>14 Encourage establishment of play grounds and sports clubs.</p> <p>15 Enhance teaching vocational skills in pre-primary and primary Education</p> <p>16 Sensitize community contribution in sports activities.</p>	<p>UMITASHUMTA competition.</p>	
<p>HIV/AIDS facilities for 31 Adult centres improved by June 2017.</p>	<p>1. Sensitize the community in HIV/AIDS Education.</p> <p>2 Support nutrition food to HIV/AIDS affected learners.</p> <p>3 Convince adult learners appreciate importance of knowing their health status.</p> <p>4 Encourage COBET children knowing their health status.</p>	<p>1.1 Identify and support HIV/AIDS affected COBET and Adults learners</p> <p>1.2 Conduct seminars to all Adult teachers and COBET children.</p>	
<p>Illiteracy rate reduced from 23.6% to 20% by</p>	<p>1. Identify the number of illiteracy</p>	<p>1. Sensitize the community to contribute</p>	

**Lindi Municipality Strategic Plan for year 2012-2017**

<p>2017.</p>	<p>people in all levels. 2. Sensitization of community.</p>	<p>in Adult Education. 2. Provide incentive package, learning teaching material s to COBET, MUKEJA Facilitators, WEOS and Adult Education coordinator. 3. Coordinate Adult Education ceremony week.  4.Follow up visit and monitoring  5.Conduct 2 meetings for COBET and MUKEJA facilitators</p>	
<p>Teaching and learning in one Vocational Centre improved by 2017.</p>	<p>1. Identify problems faced vocational centres. 2. Rehabilitate Vocational centres infrastructure. 3. Establishment of various courses in Vocational centres. 4. Identify qualified teachers in vocational centres.</p>	<p>1. Rehabilitate workshops. 2. Support teaching and learning material. 3. Identify and deploy qualified teachers.</p>	
<p>Improve methodology skills to WEOS, Head teacher and COBET and MUKEJA Facilitators.  390 teachers trained academically and professionally by June 2017.</p>	<p>1. Conduct meeting. 2. Conduct seminars activities 3. Enhance building capacity to Education management team. 4. Improve communication skills to management team. 5. To build culture habit in implementation of Council Budget making.</p>	<p>7. Prepare training program and conduct seminar  8. Provide working tools, furniture's and training facilities. 9. Support/facilitate incentive package to primary Education Department staff. 10. Create awareness regulation in public service. 11. Conduct need assessment 12. Conduct teachers</p>	



**Lindi Municipality Strategic Plan for year 2012-2017**

	<p>3. To build relationship with other sectors in the Council.</p> <p>4. Create capacity building training plan.</p> <p>5. Provide in-service training to acquire new skills and altitude</p> <p>6. To conduct study tour.</p> <p>Sensitization of teachers to attend evening classes.</p>	<p>in service training.</p> <p>13. Supporting teachers attending to upgrading courses</p> <p>14. Conduct UMITASHUMTA competition</p> <p>15. Conduct Sports and game seminar and support teachers to attend short course.</p>	
<p>- Develop interests to all primary schools to conserve and manage the land and school greening for sustainable development by June 2017.</p>	<p>16. Ensure proper education about environment is imparted to pupils.</p> <p>17. Understand the important of utilizing the environment for quality life.</p> <p>18. Promote effective teaching methods</p> <p>19. Dissemination of relevant learning support materials</p>	<p>20. Support land composition and tree planting in 34 pre primary and primary schools</p>	<p>21.</p>
<p>- Arts groups and sports clubs supervised by June 2017.</p>	<p>22. Increase number of registered sports clubs and cultural groups.</p>	<p>24. Follow up visit and monitoring of cultural and sports activities</p> <p>25. Coordinate and facilitate sports</p>	<p>27.</p>

	23. Create Bonanza competition within Municipal workers.	cultural and Bonanza activities. 26. Prepare and attend National cultural and sports meeting.	
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## **5.0 KEY FACTORS**

Despite the fact that the strategic plan to be in place, there are expected supporting forces and restraining forces to the implementation of the plan. These forces are as follows:-

### **6.1 SUPPORTING FORCES**

There is existence of abundant labour force in the district for the implementation of development projects. If this labour is properly mobilised, most of the strategies can be implemented as planned. Also the existence of other resources such as:-

- Trees for construction and good environment for wildlife and bee keeping,
- Water sources for various uses,
- Stones and sand for construction,
- Enough fertile land for agriculture of various crops and animal husbandry, and
- Presence of tourist attractions

### **6.2 RESTRAINING FORCES**

In order for this strategic plan to work, internal and external obstacles must be realised and dealt with accordingly. Such expected obstacles or restraining forces are:-

- Inadequacy of skilled personnel/staff committed to fulfil their responsibilities.
- Inadequate financing capital for development projects
- Inadequate staffing levels in some of departments ie Water Department
- Possibility of existence of unfaithful contractors that can affect service provision.
- Poverty affecting the community.
- Lack of appropriate and simple technology applicable to community.
- Poor communication especially district internal and external roads.

- Unpredictable weather occasioning to dryness and floods.
- HIV/AIDS pandemic affecting many families.

Most of the above obstacles have been addressed in the strategies as indicated in the key results areas section. The council expect to reduce these obstacles through this strategic plan for the time frame.

**Lindi Municipal Strategic Plan for year 2012-2017**

**STRATEGIC OPERATION PLAN**

<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>	<b>RESOURCES</b>	<b>FINANCING</b>	<b>TOTAL COST</b>
To facilitate increased Community health contribution funds to all 13 governmental health facilities	To sensitize community from all 18 wards to join TIKA contribution scheme.	MMO	2013/15	-Funds -HRH -guidelines -Transport -Diesel	Council	3,000,000
Collaborate with NGOs ie PEMWA in solid waste management	To conduct community sensitization on sanitation group formulations.	MHO	2014/15	-guidelines	Council	2,500,000
Sensitise the community on equal opportunities for community health committees to all eligible by gender.	Facilitate meetings with WDCs leaders on addressing gender issues in communities	MMO	2013/14	-guidelines	Central government	7,200,000
Promote conservation of health facility environment	To sensitize HWs to plant 10 trees annually in every health facility	MHO	2013/14	-guidelines	Central government	8,000,000
Updating knowledge to 91 health workers	Conduct training on good governance to 91 health workers from 18 health facilities	MMO	2013/15	-guidelines	Central government	5,000,000
To improve budget on statutory payment to all existing employees.	Early payment of subsistence allowances, uniform allowance and extra duty.	CHMT	2013/14	-guidelines	Central government	7,000,000

**Lindi Municipality Strategic Plan for year 2012-2017**

<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>	<b>RESOURCES</b>	<b>FINANCING</b>	<b>TOTAL COST</b>
To sensitize community through their entrepreneurial groups and community meetings to form Village Community Bank (VICOBA)	<ul style="list-style-type: none"> <li>Conduct 80 sensitisation meetings in 20 villages and 60 mitaa through entrepreneurial groups and village leaders</li> </ul>	MCDO	2012/13-2014/2014	-Extra Duty -Fuel & Transport	OC	2,109,000
To sensitize Community to form more entrepreneurship groups	<ul style="list-style-type: none"> <li>Conduct 5 days Training to 160 Entrepreneurial Groups</li> <li>Loan support to 54 groups each year for three years</li> <li>Making follow up to Loan repayment and make sure that 50% of loan is repaid every year.</li> </ul>	MCDO	2012/13-2014/2014	-Extra Duty -Fuel & Transport -Stationery	OC	8,325,400
To form Construction Groups in Wards and Villages implementing the Project on Modern and Low Cost Houses	<ul style="list-style-type: none"> <li>To conduct 15 Sensitization Meetings on quality and Lowly cost houses</li> <li>To conduct a ten (10) days Training to 50 Modern and Low Cost Houses Construction groups</li> </ul>	MCDO	2012/13-2014/2014	-Extra Duty -Fuel & Transport -Training equipments and materials -Training allowances	OC	14,481,250
To update the available	<ul style="list-style-type: none"> <li>Conducting training to</li> </ul>	MCDO	2012/13-	-Extra Duty	Council	9,862,800

**Lindi Municipality Strategic Plan for year 2012-2017**

Statistics of Vulnerable at Ward, Mitaa and Village level by collaborating with Ward, Mitaa and Village Leaders	<p>Ward, Mitaa/Village Leaders on how to identify Vulnerable and manage the intended information</p> <ul style="list-style-type: none"> <li>• Mobilize and coordinate support provided to Vulnerable from Different sources</li> <li>• Assist the formation and coordinate the Vulnerable Funds formed at Ward level</li> </ul>		2014/2014	-Fuel & Transport -Stationery		
<ul style="list-style-type: none"> <li>• Collaborate with Civil Society Organizations (CSOs) and other Municipal Departments in sensitizing the community in planning and implementation of Council projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Sensitization Meetings to the villages and Mitaa to sensitize people to develop and participate in projects which are supported locally and internationally through Programmes/Projects such as DADPs, TASAF, MACEMP, Water and Sanitation, Immunization Campaign, Solid Waste Management by June 2015.</li> </ul>	MCDO	2012/13-2014/2014	-Extra Duty -Fuel & Transport	Council	264,000
<ul style="list-style-type: none"> <li>• Sensitise the</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate meetings</li> </ul>	MCDO	2012/13-	-Extra Duty	CG	1,562,320

**Lindi Municipality Strategic Plan for year 2012-2017**

community to be aware on the existing gender gapes and harmonize them.	<p>with leaders on addressing gender gapes in communities</p> <ul style="list-style-type: none"> <li>To sensitize Women to establish group projects which and assisting them to access financial support</li> <li>To facilitate the adoption and use of Simple and Appropriate Technology this will reduce Women's workload such as use of energy server stoves.</li> </ul>		2014/2014	-Fuel & Transport		
<ul style="list-style-type: none"> <li>Sensitise the community to be aware on issues pertinent to disaster management and mitigation</li> </ul>	<ul style="list-style-type: none"> <li>To facilitate formation of Wards, Villages and Mitaa Disaster Management Committees and Train them on how to face disaster</li> </ul>	MCDO	2012/13-2014/2014	--Extra Duty -Fuel & Transport	CG	1,044,000
<ul style="list-style-type: none"> <li>Updating knowledge to Ward and Village leaders on good governance</li> <li>Hold public meetings</li> </ul>	<ul style="list-style-type: none"> <li>Conduct training on good governance to 54 leaders from 18 Wards of Lindi Municipal Council.</li> </ul>	MCDO	2012/13-2014/2014	-Extra Duty -Fuel & Transport -Training materials	Council	15,987,300

**Lindi Municipality Strategic Plan for year 2012-2017**

to disseminate information on good governance	<ul style="list-style-type: none"> <li>Disseminate information to beneficiaries on good governance by using leaflets and brochures</li> </ul>			-Training Allowances		
<ul style="list-style-type: none"> <li>To set aside fund from the budget to support staffs going for Short and Refresher Courses</li> </ul>	<ul style="list-style-type: none"> <li>To support two staffs every year to attend related community development courses in different colleges.</li> </ul>	MCDO	2012/13-2014/2014	-Tuition Fees -Travel costs	CG	5,627,000
<b>TOTAL</b>						<b>59,263,070</b>

<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>	<b>RESOURCES</b>	<b>FINANCING</b>	<b>TOTAL COST</b>
To conduct study tour, short courses, long courses refresher course, FFS, demonstration plots and provision of working tools and equipment.	<ul style="list-style-type: none"> <li>To establish 10 crop Demonstration plots and 20 FFS per year by the year 2017.</li> <li>To provide 10 motor cycle to 10 Extension officers, 1 motor vehicle, photocopier machine and other office facilities by the year 2017</li> <li>To facilitate 1 day research meeting per year by the year 2017</li> </ul>	MAICO	2012/2017	Motor vehicle Motor cycle Fuel Causal labour Agriculture inputs photocopier machine Human resources Per diems Stationary	CG	<b>285,810,050.00</b>



**Lindi Municipality Strategic Plan for year 2012-2017**

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	<ul style="list-style-type: none"> <li>• To sensitize farmers group to form SACOOS</li> <li>• To sensitize the community to use cassava by product</li> <li>• To facilitate the Agriculture staffs to conduct NANENANE exhibition by the year 2017</li> </ul>					
Continuous training on crop husbandry practices	<ul style="list-style-type: none"> <li>• To provide study tour to 40 agriculture extension staffs and farmers per year by the year 2017.</li> <li>• To support 6 Agriculture staffs to attend 4 quarterly progresses report submission meetings per year by the year 2017</li> <li>• To train farmer group on proper use of</li> </ul>	MAICO	2012/2017	Transport Fuel Stationary Per diems	CG LMC	<b>52,081,000.00</b>

**Lindi Municipality Strategic Plan for year 2012-2017**

	agriculture inputs					
To create awareness to agriculture staffs on new HIV/AIDS invasion	<ul style="list-style-type: none"> <li>To conduct 1 day identification on analysis of HIV/AIDS among agriculture staffs</li> <li>To provide information, education and communication material on HIV/AIDS in agriculture department by the year 2017</li> </ul>	MAICO	2013/2017	Transport Fuel Stationary Extra duty Human resources	CG LMC	<b>25,420,000.00</b>
<ul style="list-style-type: none"> <li>To promote crop production among Farmers in order to attract other people who are dealing with other business in Lindi to engage in crop production.</li> </ul>	<ul style="list-style-type: none"> <li>To support farmers with complete milling machine by the year 2017</li> <li>To support farmer groups with 1 tractor, seeds/cuttings and equipment by the year 2017</li> <li>To support construction of 3 warehouse by the year 2017</li> </ul>	MAICO	2013/2017	Transport Fuel Stationary Extra duty per diems Human resources	CG LMC Community	1,172,725,761

**Lindi Municipality Strategic Plan for year 2012-2017**

	<ul style="list-style-type: none"> <li>• To rehabilitate farm roads to gravel level by the year 2017</li> <li>• To support farmers with agriculture inputs by the year 2017</li> <li>• To support farmers with processing machine</li> <li>• To support construction of one resource centre</li> <li>• To support farmers with packaging machine</li> <li>• To support farmers with packaging materials</li> </ul>					
<ul style="list-style-type: none"> <li>• To establish irrigation scheme at the Irrigation potential areas i.e Ngongo, Kitandi Tandangongoro, Mkwaya , Mnazimmoja, Changali and</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitizing and educating the community to identify their core needs and problems hindering Irrigation activities</li> <li>• To conduct survey and Detailed Designing</li> <li>• To solicit funds from District Irrigation Development Fund</li> </ul>	MAICO	2012/17	Transport Fuel Stationary Extra duty per diems Human resources	CG LMC Community	<b>1,288,411,761</b>

**Lindi Municipality Strategic Plan for year 2012-2017**

Matapatapa	(DIDF)					
	<ul style="list-style-type: none"> <li>Tender Advertisement for scheme construction.</li> </ul>					
<ul style="list-style-type: none"> <li>Provision of knowledge to community on nutrition status from district, Ward and village level by the year 2017</li> </ul>	<ul style="list-style-type: none"> <li>To conduct training on AFUA ZA LISHE to District nutrition committee.</li> <li>Formation of Ward and village nutrition committee</li> <li>To conduct training on AFUA ZA LISHE to Ward and village nutrition committee</li> <li>Dada collection on nutrition health status</li> </ul>	MAICO	2012/2015	Transport Fuel Stationary Extra duty	CG LMC	<b>7,273,720.00</b>
<ul style="list-style-type: none"> <li>To ask the high authority to adhere to DADP planning schedule</li> </ul>	<ul style="list-style-type: none"> <li>To carry out participatory, Monitoring and Evaluation per quarter for the year 2017</li> <li>To facilitate DFT and WFT members on review and planning annual Agriculture Plan and Budget by the year</li> </ul>	MAICO	2012/13  2012/13	Transport Fuel Stationary Extra duty	CG LMC	<b>55,180,000.00</b>

**Lindi Municipality Strategic Plan for year 2012-2017**

	2017					
Sensitise the community to be aware on the existing gender gaps in agriculture and harmonize them.	<ul style="list-style-type: none"> <li>• Facilitate composition of mixed leaders committee during implementation of agriculture projects</li> <li>• To sensitize Women to establish agriculture group projects which assisting them to access financial support</li> <li>• To facilitate the adoption and use of Simple and Appropriate Technology this will reduce Women's workload such as to practice agro forest farming</li> </ul>	MAICO	2012/17 2012/17	Transport Fuel Stationary Extra duty	CG	<b>2,000,000.00</b>
Sensitise the community dealing with agriculture to be aware on issues pertinent to environmental disaster, management and mitigation	<ul style="list-style-type: none"> <li>• To facilitate formation of Wards, Villages and Mitaa Environmental disaster Management Committees and Train them on how to face disaster</li> </ul>	MAICO	2012/16	Transport Fuel Stationary Extra duty	CG	4,800,000.00

**Lindi Municipality Strategic Plan for year 2012-2017**

Updating knowledge to Agriculture group leaders and farmers on good group governance and to hold group meetings to disseminate information on good governance	<ul style="list-style-type: none"> <li>To conduct training on good governance to 100 group leaders from 9 Agriculture Wards of Lindi Municipal Council.</li> <li>To disseminate information to beneficiaries on good governance by using leaflets and brochures</li> <li>To conduct monthly extension staff meet</li> </ul>	MAICO	2012/15	Transport Fuel Stationary Extra duty	CG	5,000,000 .00
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<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>RESPONSI BLE</b>	<b>TIMING</b>	<b>RESOURCES</b>	<b>FINANCIN G</b>	<b>TOTAL COST</b>
To collaborate with development partners in improving community access to clean and safe water services	1.6 Carry out groundwater explorations	MWE	2013/14	-Funds -qualified- sufficient staff/employees -Equipment and tools including transportation meas -Sensitized community	CG LMC	1,000,000,000
	1.7 Drilling of deep and shallow wells					100,000,0000
	1.8 Construction of 3 new water pumped schemes in corroboration with development partners ie World Bank (WB).					50,000,000
	1.9 Rehabilitation and construction of 12					

**Lindi Municipality Strategic Plan for year 2012-2017**

	shallow wells.  1.10 Promote community participation in sectoral development1.					
Promote rain water harvesting (RWH) technology to improve access to safe and clean water sources sustainable water supply by the community	-Conduct 25 training workshops to village artisans on RWH technology -Construct pilot RWH projects in 5 public institutions.	MWE	2012/13-2014/2015	-Funds -Fuel & Transport -Stationery	OWN SOURCE	50,000,000
Sensitise the community to participate fully on all water projects	Conduct 30 training workshops to village water committees.	MWE	2012/13-2014/2015	-Funds -Qualified facilitators -Fuel & Transport -Training tools and materials -Community	OC	25,000,000
Sensitise Water Department staffs on gender issues	Conduct gender issue training to all Water Staffs.	MWE	2013/14-2014/2015	-Funds -Qualified facilitators -Fuel & Transport -Training tools and materials	OC	5,000,000

**Lindi Municipality Strategic Plan for year 2012-2017**

Creating awareness on the conservation of water sources.	Sensitise 18 ward leaders on harmful environmental effects of conducting agricultural and livestock activities near water sources by June 2017.	MWE	2012/13-2014/2015	-Funds -Qualified facilitators -Fuel & Transport -Training tools and materials	OC	25,000,000
Build the capacity and moralise the staffs of Water department to properly monitoring and supervising projects.	<ul style="list-style-type: none"> <li>- Attend short courses</li> <li>- Pay statutory allowances</li> <li>- Procure essential equipment and tools</li> <li>- Facilitate daily routine functions of the department</li> </ul>	MWE	2014/15-2015/2016	-Funds  -Fuel & Transport	CG	45,000,000
<b>SUB-TOTAL</b>						<b>1,150,000,000</b>
<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>	<b>RESOURCES</b>	<b>FINANCING</b>	<b>TOTAL COST</b>
Contract out road maintenance and rehabilitation to private construction contractors	Issue and manage contracts for maintenance of 380 km of Council roads <ul style="list-style-type: none"> <li>- 15 km of Tarmac roads</li> <li>- 250km of Town gravel roads</li> </ul>	ME	2012/13-2014/2014	-Funds -Fuel & Transport - Staffs	ROAD FUND	3,500,000,000



**Lindi Municipality Strategic Plan for year 2012-2017**

Train community groups on road maintenance works by Labour base Technology	Train 85 community groups on road maintenance rehabilitation.	ME	2012/14-2014/2015	-Funds -Fuel & Transport -Stationery	CG	15,000,000
Collaborate with Construction stakeholders in sensitizing the community in planning and implementation of Council Roads Projects.	Conduct 30 sensitisation meetings and seminars in various council Mitaas through Mitaa Executive Officer.	ME	2012/13-2014/2014	-Funds -Fuel & Transport -Stationery	CG	10,000,000
Sensitise the Community in various Mitaas where construction works are to be undertaken.	Conduct 5 seminars on gender participation in construction works before starts the Implementation.	ME	2012/14-2014/2015	-Funds -Fuel & Transport -Stationery	CG LMC	5,500,000
Promote Re-forestation at the particular environment where the construction works done.	Conduct seminars and training on the necessity of natural forest. Distribute variance of tree seedlings for re-planting.	ME	2012/13-2014/2014	-Funds -Fuel & Transport	LMC	3,921,600
Increase high supervision for quality achievement in Roads construction.	Close supervision on site in every road construction stage.  Advising the contractors and direct them at every construction activities	ME	2012/13-2014/2015	-Funds -Fuel & Transport -Staffs	ROAD FUND	95,000,000
Build the capacity and moralise the staffs of	Collaborate with various stakeholders i.e NCC,	ME	2012/13-2014/2014	--Funds -Fuel & Transport	CG	3,560,000

**Lindi Municipality Strategic Plan for year 2012-2017**

Works department to properly monitoring and supervising projects.	Labour Base Technology Institutes etc to conduct workshops related to Works department activities.					
<b>TOTAL</b>						<b>3,662,982,100</b>

<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>RESPONSIBLE</b>	<b>TIMING</b>	<b>RESOURCES</b>	<b>FINANCING</b>	<b>TOTAL COST</b>
1. Prevention/treatment and control of livestock diseases.	- To provides veterinary extension services from 1000 – 5000 livestock keeper by 2017			Fuel and Transport	CG	46,950,000.00
2. Improvement of livestock breeds	-To conduct 42 sensitization meeting on community to involve in livestock keeping in all 18 wards			Vaccines	LMC	187,800,000.00
3. Procurement of 100 cross breed cow(Arshire/Friesian cross and 10 cross breed bull	-To conduct 42 seminar for sensitization on the use of Artificial insemination as means of improving breeds and productions -Purchasing of 100 cows and 10 bulls and distributes to 10 Livestock groups	Livestock & Fisheries	2013-2017	Antibiotics Stationary Cows & bulls Staff allowances		31,300,000.00 46,950,000.00

**Lindi Municipality Strategic Plan for year 2012-2017**

<p>1.To have a modern fish market                  2. Combat illegal fishing.                  3. To conserve and protect aquatic environment.                  4. Disseminating aquaculture technology.                  5 procurement of boat</p>	<p>-Construction of modern fish market.                  -Educating fishers and related stakeholders on modern and acceptable fishing techniques.                  -To conduct 30 patrol against illegal fishing.                  To conduct 60 meeting for sensitization of community to involve in aquaculture.                  Purchasing of boat</p>	<p>Livestock &amp; fisheries</p>	<p>2013-2017</p>	<p>Fuel and transport                  Staffs allowance                  Stationary                  Modern boat                  Building materials</p>	<p>CG                  LMC                  Community</p>	<p>128,250,000                  513,000,000                  85,500,000                  128,250,000</p>
<p>1.Collaborate with CBOs in sensitizing the community in planning and implementation of projects</p>	<p>- Conduct 50 sensitisation meetings in 24 villagers through village leaders by 2017</p>	<p>Livestock &amp; Fisheries</p>	<p>2013-2017</p>	<p>Fuel and transport                  Stationary                  Staff allowances</p>	<p>CG                  LMC                  Community</p>	<p>600,000.00                  1,200,000.00                  2,400,000.00                  1,800,000.00</p>
<p>1.Collaborate with CBOs in sensitizing the community in planning and implementation of projects                  2. Strengthening of BMU's</p>	<p>- Conduct 48 sensitisation meetings in 24 Mitaa involving in fishing activities by 2017</p>	<p>Livestock &amp; fisheries</p>	<p>2013-2017</p>	<p>Fuel and transport                  Staffs allowance                  Stationary</p>	<p>CG                  LMC                  Community</p>	<p>600,000.00                  1,200,000.00                  2,400,000.00                  1,800,000.00</p>

**Lindi Municipality Strategic Plan for year 2012-2017**

Sensitise the community on equal opportunities in gender balance.	Facilitate 60 meetings with CBO leaders on addressing gender issues in communities	Livestock & Fisheries	2013-2017	Fuel and transport Stationary Staff allowances	CG LMC Community	1,500,000.00 1,500,000.00 1,000,000.00 1,000,000.00
Sensitise the community on equal opportunities in gender balance	Facilitate 60 meetings with CBO leaders on addressing gender issues in communities	Livestock & fisheries	2013-2017	Fuel and transport Staffs allowance Stationary	CG LMC Community	1,500,000.00 1,500,000.00 1,000,000.00 1,000,000.00
To raise public awareness on Promoting environmental conservation -Involve the community to combat desertification. -Emphasize zero grazing/intensive system in Town	-Distribute 100,000 tree seedlings -Undertake tree planting campaigns to plant 10,000 trees annually - Identify, plan and demarcate land for grazing -Educate livestock keepers on importance of zero grazing in environment conservation -To educate Livestock keeper to avoid over stocking	Livestock & Fisheries	2013-2017	Fuel and transport Stationeries Staff allowances Seedling, watering can, gum boots, Water tanks Wheel borrow, Water pump	CG LMC Community	1,800,000.00 1,800,000.00 1,200,000.00 1,200,000.00

**Lindi Municipality Strategic Plan for year 2012-2017**

<p>-To raise public awareness on Promoting environmental conservation -Involvement of community in conservation of Aquatic environment</p>	<p>-Distribution of 50,000 mangrove seedling -Identification of area for plantation of mangrove seedling -To educate fishers and stakeholders on the use of acceptable fishing gears, techniques and the effects of environment pollution to aquatic resources. -To make effective use of environmental act</p>	<p>Livestock &amp; fisheries</p>	<p>2013-2017</p>	<p>Fuel and transport Stationeries Staff allowances Seedling, watering can, gum boots, Water tanks Wheel borrow, Water pump</p>	<p>CG LMC Community</p>	<p>1,800,000.00 1,800,000.00 1,200,000.00 1,200,000.00</p>
<p>Collaborate with stakeholders to recruit qualified staff as per approved establishment -Create conducive working environment to retain qualified staff -Increase skills and knowledge of staff in various working areas</p>	<p>-Recruit qualified 10 Livestock and 5 Fisheries officers -Conduct staff performance appraisal annually and reward those eligible in the department -Prepare an annual training plan for all department staff -Purchasing of 12 motorbike and 1 car for Livestock and Fisheries officers -Payment of tuition fees</p>	<p>Livestock &amp; Fisheries</p>	<p>2013-2017</p>	<p>Salaries Substantial allowance Fuel and transport Motor bike, Car Motivations Stationeries Tutions fees</p>	<p>CG LMC Community</p>	<p>66,900,000/= 535,200,000/= 66,900,000/=</p>
<p>Build the capacity of working staffs on proper</p>	<p>Conduct 6 workshops with Staffs on proper projects</p>			<p>Fuel and transport</p>	<p>CG LMC</p>	<p>2,340,000/= 3,900,000/=</p>

**Lindi Municipality Strategic Plan for year 2012-2017**

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projects management and monitoring	management, monitoring and reporting	Livestock & Fisheries	2013-2017	Stationeries Staffs allowance	Community	1,560,000/=
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## **CHAPTER FIVE**

### **5.0 MONITORING AND EVALUATION OF PERFORMANCE INDICATORS**

The Strategic Planning is a process which involves different stakeholders, then its implementation takes a community participation approach, therefore need for a community partnership in evaluation means that people take a significant role in deciding when, how and what to evaluate.

#### **5.1 Monitoring**

Monitoring is a process of measuring, recording, collecting, processing and communicating information to assist intervention management decision-making. It is the continuous and systematic collection of information over the lifespan of an intervention, which allows adjustments, be made and strategic objectives to be refined. It involves setting indicators of achievement or progress and the means of measurement of those indicators, and providing the information on which evaluation based. Therefore, Monitoring is a process of systematic and critical review of an operation with the aim of checking operations and adapting it to circumstances that includes the following activities in order to achieve better performance of the strategic plan:-

1. Ongoing review/visits
2. Systematic documentation
3. Analysis and
4. Decision making

#### **5.2 Evaluation**

Evaluation is a one-time process of assessing the outcomes and impacts of the strategic plan. It involves comprehensive analysis of the operation with the aim of adapting strategy and planning to circumstances. It is defined as an attempt to determine causal relationships between project inputs/activities and outputs and the influence of external constraints/support factors on project performance and outputs. The objectives of evaluation are

1. Justifying the use of resources
2. Assessing the reasons for success or failure of specific aspects of the strategic plan
3. Whether the plan is achieving its objectives

## **Lindi Municipality Strategic Plan for year 2012-2017**

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4. Whether the effects of the plan are contributing to a better fulfillment of the intended results and mission of the council;
5. Whether adequate resources are being mobilized to implement the strategic plan
6. Whether available resources are utilized efficiently to achieve the objectives and
7. Whether the process of planning and implementation has serious problems



**STRATEGIC PLAN MONITORING OF PERFORMANCE INDICATORS**

**Key performance indicators of primary education delivery**

Indicators	Measurement Unit	2012/13	2016/17 Target
Number of schools - private	No	1	2
Number of schools - public	No	31	34
Number of teachers	No	287	390
Number of classroom - public	No	289	375
Enrolment rate (enrolled/ potential)	%	94	100
Dropout rate - general	%	11	2
Drop out of pregnancies	%	1	0
Truancy rate	%	4	2
Pass rate	%	54.9	75
Teacher pupil ratio	Ratio	1:44	1.40
Classroom pupil ratio	Ratio	1:44	1.40
School desks pupil ration	Ratio	1:4	1.2
Book pupil ratio	Ratio	1.12	1.3
Toilet pupil ratio	Ratio	Boy 1:40      Girl 1:41	Boy 1:25      Girl 1:20
Pre – primary school ration	Ratio	1:1	1:1
Teachers house	No	79	151
Schools with planed area	No	6	31

**Lindi Municipality Strategic Plan for year 2012-2017**

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**Key performance indicators of secondary education sector**

<b>Indicators</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
Number of schools – private	No	1	2
Number of schools – public	No	8	1
Number of classrooms – private	No	5	9
Number of classrooms – public	No	79	97
Enrolment – Boys	No	2144	2358
Teachers house	No	23	115
Enrolment - Girls	No	1,386	1,523
Enrolment rate (enrolled/potential)	%	102:5	112:5
Dropout rate – general	%	1.87	0.9
Dropout rate – pregnancies		3	0
Truancy rate	%	2	0
Pass rate (form IV)	%	41.6	60
Pass rate as % of qualified to join high school education	%	14.13	40
Classroom student ratio	Ratio	1:42	1:40
School desks student ratio	Ratio	1:1	1:1
Book pupil ratio	Ratio	1:3	1:1
Toilet pupil ratio	Ratio	1:42	1:20
Teacher quarter ratio	Ratio	1:06	1:1

**Lindi Municipality Strategic Plan for year 2012-2017**

**Key Performance indicators on the Agriculture and Livestock Sector**

<b>Indicators</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
Total arable Land	Ha	83,300	83,300
Arable Land in use for agriculture	Ha	14,202	30,000
Irrigated area	Ha	442	835
Indigenous cattle	No.	689	1,150
Dairy cattle	No.	805	1,200
Sheep	No	250	400
Duck	No	1,726	2,222
Indigenous goats	No.	10,300	12,500
Dairy goats	No	200	300
Farmers	No.	37,669	51,229
Extension Officers	No.	9	20
Indigenous chicken	No	91,250	100,000
Poultry	No	1,485	20,150
Utilization of fertilizer	bags	20	15125
Utilization of pests	Kg	280,000	300,000
	Lt	300	600
Tractors	No	1	9
Power tiller	No	19	20
Maize Production	tones	2,350	2,570
Cashew Production	tones	250	450
Sesame production	tones	260	350
Cassava production	tones	25,671	46,052
Sorghum	tones	2,831	4,330

**Lindi Municipality Strategic Plan for year 2012-2017**

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**Key performance indicators on the community development sector**

<b>Indicators</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
No of community development officers at the council	No	12	22
No of registered women groups	No	14	45
No of registered economic groups	No	46	115
No of registered youth development groups	No	37	70
Amount of financial support provided by the Council to empower community dev groups	Tshs	5.5million	10 million
Number of Identified MVC (Most Vulnerable Group)	No	2353	4000

**Key performance indicators on Roads**

<b>Indicators</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
Tarmac road 9.7	Km	9.7	15
Gravel road	Km	102	125
Earth roads	Km	188	120
Rain water drainage system	Km	9.9	20
Culverts	No	350	400
Drifts	No	50	60
Bridges	No	0	3
Retune wall	Km	1	1.5

**Lindi Municipality Strategic Plan for year 2012-2017**

**Key performance indicators on the health sector**

<b>Indicators</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
Government hospitals	No	0	1
Private hospitals	No	0	0
Government health centers	No	1	2
Private health centers	No	0	0
Government Dispensaries	No	12	18
Private Dispensaries	No	02	0
Examination beads	No	18	34
Delivery beads	No	13	32
Delivery kits	No	40	60
Doctors	No	1	3
Clinical officers	No	16	32
Mid wife	No	14	28
Staff houses at health facilities	No	9	22
Maternity ward	No	1	3
Patient ward	No	0	1
Ambulance	No	2	4
Number of VCT	No	18	18
Maternal mortality rate	Rate	176/100,000	95/100,000
Infant mortality rate	Rate	81/1000	50/1000
Percentages use family planning service	%	18	21
Percentage of HIV/AIDS Infection	%	11.1	3
Number of Malaria cases	No	26,696	2,000
House hold with proper latrine	No	8878	12,000
Percentage of pregnant delivery at Health facilities	%	57	87

**Lindi Municipality Strategic Plan for year 2012-2017**

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**Key performance indicators on Administration and Personnel in the Council**

<b>Indicators</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
Official staff establishment	No of staff	611	1189
Total number of employed staff	No of staff	556	1122
Community Development	No of staff	9	18
Administration and Personnel	No of staff	116	130
Primary Education	No of staff	202	450
Secondary Education	No of Staff	102	200
Health	No of staff	65	120
Water	No of staff	2	8
Finance	No of staff	6	12
Works	No of staff	28	35
Economy and Trade	No of staff	6	9
Natural Resource, Land and Environment	No of staff	7	13
Agriculture Livestock development and cooperative	No of staff	14	30
Units	No of staff	0	0
(i) Internal Audit	No of staff	1	5
(ii) Solicitor	No of staff	2	2

**Lindi Municipality Strategic Plan for year 2012-2017**

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**Key performance indicator on Lands, Natural Resources and Environment Management sector**

<b>Indicators</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
Village game scouts	No of staff		10
Arms and ammunitions	No		28 arms, 1400 ammunitions
Village participatory wildlife management	No of villages		22
Knowledge of environment conservation in villages	No of Villages		22
Game staffs	No of staff		3
3 tourist attraction centers	No		3
By Law	No		
6 villages involved in the management of tourist attraction areas	No		6
Drawings of 2000 plots	No of plots		2000
Residential license	No		
Approved layout maps	No		
Approved redevelopment plans	No		
Development control measure			
Valuation certificates	No		
Values of properties and land	%		
Tree planting knowledge	%		



### Lindi Municipality Strategic Plan for year 2012-2017

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Forest staff	No		
Nurseries	No		60
Awareness	%		
Dealers	No		
Revenue collection	%		80

**Lindi Municipality Strategic Plan for year 2012-2017**

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**Key performance indicators on water sector**

<b>Indicator</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
Population accessing clean and safe water	%	40	80
Daily demand for drinking water	m <sup>3</sup>	5,184	5,724
Daily supply of Drinking water	m <sup>3</sup>	2,074	4,579
Water sources- rivers	m <sup>3</sup>	-	-
Water sources- Boreholes	m <sup>3</sup>	2,000	3,840
Water sources- Shallow well	m <sup>3</sup>	350	689
Water sources- Rain water harvesting	m <sup>3</sup>	10	50
Water pipeline distribution network	Km	130	172.5
Revenue from water services	No	-	-
Number of boreholes	No	25	33
Number of shallow wells	No	97	120
Number of water springs	No	3	3
Shallow wells with hand pumps	No	70	120

**Lindi Municipality Strategic Plan for year 2012-2017**

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**Key performance indicators on Fisheries sector**

<b>Indicators</b>	<b>Measurement Unit</b>	<b>2012/13</b>	<b>2016/17 Target</b>
Fish production rate	Tone	262	1000
% of implementation of Fisheries projects	%	50	80
Rate of involvement of women in fisheries development plan	%	30	50
Aquatic and Terrestrial environmental conservation	%	20	50
Retention of qualified staff in Livestock and Fisheries	%	30	60
Fishing ground	Kms	30	50
Standard of fishing gears (boat)	No	20	40

Lindi Municipal Strategic Plan for year 2012-2017

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