

UNITED REPUBLIC OF TANZANIA



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



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



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EXECUTIVE SUMMARY

In order to achieve the Vision and Mission of Lindi Municipal Council (LMC), this Strategic Plan 2018/2019-2022/2023 is guided by 9 broad statements (strategic objectives) which shall be realized through its own targets underneath owned by respective departments and units. These Strategic Objectives are A. Services Improved and HIV/AIDS Infections Reduced, B. National Anti-Corruption Implementation Strategy Enhanced and Sustained, C. Access to Quality and Equitable Social Services Delivery Improved, D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased, E. Good Governance and Administrative Services Enhanced, F. Social Welfare, Gender and Community Empowerment Improved, G. Management of Natural Resources and Environment Enhanced and Sustained, H. Local Economic Development Coordination Enhance and I. Emergency and Disaster Management Improved.

This strategic plan has taken into account the analysis of both internal and external environmental scan. The internal scan involved a critical analysis of the existing situation in all sectors bearing to provision of social services; the external environmental scan concerned with the analysis of the Tanzania National Development Vision (2025), the Tanzania Long Term Perspective Plan (LTPP, 2011/2012-2025/2026). Tanzania Five Years Development Plan 2016/2017- 2020/2021 (FYP II), Tanzania Mini- Tiger Plan, Tanzania Open Government Partnership (OGP): Third National Action Plan 2016/2017 - 2017/2018, Sustainable Development Goals (SDGs), Agenda 2063: The Africa We Want and sectoral policies.

The 2018/2019-2022/2023 strategic plan of LMC is divided into five chapters. Chapter One presents background information of Lindi Municipal Council while Chapter Two provides situation analysis of all departments and units as well as core values guiding 2018/2019-2022/2023 strategic plan of LMC. Chapter Three presents performance review on the implementation of the previous 2012/2013-2017/2018 strategic plan. Chapter Four presents the Vision, Mission, Strategic Objectives, Targets, Strategies and Performance Indicators of the 2018/2019-2022/2023 strategic plan of LMC. Finally Chapter Five gives information on implementation, monitoring, evaluation, plan review, reporting plan, risk management and assumptions.

The Municipal Director (MD) who is the Chief Executive Officer of the Municipal Council shall be responsible and accountable for the implementation of the 2018/2019 – 2022/2023 Strategic Plan of Lindi Municipal Council. Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the head of Planning, Statistics and Monitoring Department to the governance structures of the Municipal Council. There shall be Mid-term evaluation to be conducted after two and half years and terminal evaluation to be carried out at the end of the planned period to match activity funding with plan implementation.

LIST OF ABBREVIATIONS AND ACRONYMS

AMCOS	Agriculture Marketing and Cooperative Societies
ASEE	Advanced Certificate of Secondary Education Examination
BEMIS	Basic Education Management System
CBD	Central Business District
CCM	Chama cha Mapinduzi
CBOs	Community Based Organizations
FBOs	Faith Based Organizations
CDOs	Community Development Officers
CDR	Council Development Report
CMT	Council Management Team
CSEE	Certificate of Secondary Education Examination
DADP	District Agricultural Development Programme
EIA	Environmental Impact Assessment
EPICOR	Integrated Financial Management System
FYP II	Five Years Development Plan II
GBV	Gender Based Violence
GoT-HoMIS	Government of Tanzania Hospital Management Information System
HCMIS	Human Capital Management Information System
HIV/AIDS	Human Immune Virus/ Acquired Immune Deficiency Syndrome
ICT	Information and Communications Technologies
IRDP	Institute of Rural Development Planning
LGA	Local Government Authority
LGRCIS	Local Government Revenue Collection
FFARS	Information system Facility Financial Reporting and Accounting System
LRMS	Land Rate Management system
LTPP	Long Term Perspective Plan
MD	Managing Director

MDAs	Ministries, Departments and Agencies
NGOs	Non Governmental Organizations
OPRAS	Open Performance Review and Appraisal System
Plan-Rep	Planning and Reporting System
PO-RALG	President's Office Regional Administration and Local Government
PReM	Primary Record Manager
PReM	Primary Records Manager
SACCOS	Savings and Credit Cooperative Society
SDGs	Sustainable Development Goals
SWOC	Strength Weaknesses Opportunities and Challenges
TANROADS	Tanzania National Roads Agency
TASAF	Tanzania Social Action Fund
MVC	Most Vulnerable Children
TASAF	Tanzania Social Action Funds
TPR	Teacher's Pupils Ratio
WEOs	Ward Executive Officers
WDC	Ward Development Committee
UNCDF	United Nation Capital Development Fund
VAC	Violence Against Children
VICOBA	Village Community Bank
TISS	Tanzania Interbank Settlement System

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Statement of the Municipal Council Mayor

Lindi Municipal Council is pleased to present its revised Strategic Plan for financial year 2018/2019 to 2022/2023. This Plan builds on our past achievements and clearly articulates the strategic direction for the Council and the community. The council looks forward to working in partnership with the community, Government and other organizations/stakeholders to implement its vision, mission, strategic objectives, targets and strategies.

The preparation of this Strategic Plan has been participatory involving the Councils' senior management, employees, consultation with a wide range of stakeholders and the community at large. In this regard, I wish to extend my thanks to all stakeholders for their valuable support on all processes of developing the document. On behalf of Lindi Municipal Council, I would like to extend my gratitude to the Institute of Rural Development Planning (IRDP) - Dodoma for their expertise in the preparation of this valuable document

While pledging cooperation with stakeholders in ensuring that different stakeholders' interests are met, Lindi Municipal Council expects support from its residents, MDAs, Potential investors, Development partners and the Government in implementing objectives enumerated in the Strategic Plan.

This five year Strategic Plan aims at enabling Lindi Municipal Council to achieve a comprehensive and focused fulfillment of tasks assigned to it under the Act and Subsidiary legislation. Towards this end Lindi Municipal Council has recruited and will continue to recruit highly qualified as well as experienced staff to ensure achievement of strategic objectives and targets in this Plan.



**Mohamed Lidume Lihumbo
HONORABLE MAYOR
LINDI MUNICIPAL COUNCIL**

Statement of Municipal Director

It is my pleasure to present the Strategic Plan for the Lindi Municipal Council for the next five years (2018/2019-2022/2023). Lindi Municipal Council has reviewed the 2012/2013-2017/2018 Strategic Plan to cover the current priorities in response to the continuously changing environment in order to effectively and efficiently meet the stakeholders' expectations and its mandated roles and functions. Apart from examining the mandate and scope of the functions of Lindi Municipal Council, preparation of this Strategic Plan (2018/2019- 2022/2023) also has considered the following: Tanzania Development Vision 2025, the stakeholders' inputs, consultative workshop, the results of performance review of the previous Strategic Plan (2012/2013-2017/2018), the Sustainable Development Goals (SDGs), the Second Five Year Development Plan (2017/2018-2021/2022), Party Manifesto, Sectoral Policies and other relevant documents. In the next five years Lindi Municipal Council shall be guided by Eight Strategic Objectives which shall be realized through its own targets underneath owned by respective departments and units. These Strategic Objectives are A. Services Improved and HIV/AIDS Infections Reduced, B. National Anti-Corruption Implementation Strategy Enhanced and Sustained, C. Access to Quality and Equitable Social Services Delivery Improved, D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased, E. Good Governance and Administrative Services Enhanced, F. Social Welfare, Gender and Community Empowerment Improved, G. Management of Natural Resources and Environment Enhanced and Sustained, H. Local Economic Development Coordination Enhance and I. Emergency and Disaster Management Improved.

Based on these strategic objectives, Lindi Municipal Council will continue to work towards clear, measurable targets and assessing our performance on annual basis so as to ensure maximum performance on the predetermined deliverables. Lindi Municipal Council interacts with a number of stakeholders. Therefore, effective achievement of strategic objectives and targets depends on the way the Council engages those stakeholders in day to day operations. This five-year Strategic Plan will serve as a road map to the Council and its stakeholders to be engaged in the processes of efficient and

effective delivery of development services. It will further facilitate cascading Council objectives, targets, strategies and activities to the individual level across departments, units and sections through the Open Performance Review and Appraisal System (OPRAS).

The successful implementation of the Strategic Plan objectives requires well dedicated workers with a positive attitude and adhering to organizational ethics and values. I call upon the dedication of all employees to the aspirations of this document. The Council will conduct periodic monitoring and evaluation in the implementation of the planned activities. It will also conduct a review of the targets of the strategic plan every year in order to improve it and include any emerging requirements.



.....
Jomaary Mrisho Satura
MUNICIPAL DIRECTOR
LINDI MUNICIPAL COUNCIL

CHAPTER ONE

BACKGROUND INFORMATION OF LINDI MUNICIPAL COUNCIL

1.1 Background Information

Lindi Municipality is one of the oldest towns in Tanzania. It was established in 11th 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 18th century and followed by peoples from the Indian sub-continent, then the Germans, then the British. During the first half of the 20th 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.

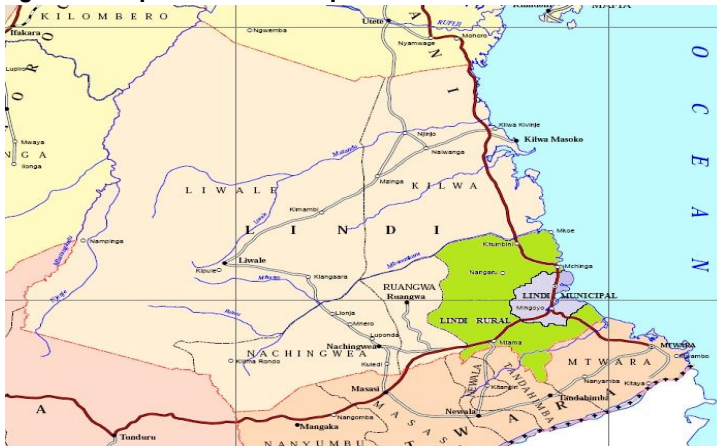
In 1972 the Government embarked on a policy of decentralization. This led into abolition of urban councils and emphasized rural development, as a result urban infrastructure and development

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 Population and Geographical Location

According to 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. Currently, the Municipality is estimated to have 82,606 whereby Male are 39,317 and Female are 43,289. 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° 4' and 40° 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 (Figure 1).

Figure 1: Map of Lindi Municipal Council



1.3 Administrative Units

Lindi Municipal Council consists of 3 Divisions, 20 wards and 117 Mitaa. The Council just like any other Municipality 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 28 Councilors where 20 of them are elected members representing wards and 8 members are women (Special seats). There is also 1 Member of Parliament representing the constituency.

1.4 Land Area and Climate

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 km² is covered by land and 112 km² 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 24⁰ – 27⁰C.

1.5 Mandate and Functions of Lindi Municipal Council

According to Local Government Act No. 8 of 1982, Lindi Municipal Council is mandated the following functions:

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

- To promote and ensure democratic participation in and control of decision making by people concerned; and
- To establish and maintain reliable sources of revenue and other resources enabling local government authorities to perform other functions effectively and to enhance financial accountability of local government authorities, their members and employees.

1.6 Strategic Planning Process

Participatory process was used to prepare the 2018/2019-2022/2023 Strategic Plan for Lindi Municipal Council involving a number of stakeholders. The process started by five days' workshop which was conducted to provide training on strategic planning process to the technical team involving Heads of Departments and Units. The action oriented training aimed at building the capacity to the Heads of Departments and Units to become well versed with strategic planning process, which triggered fully participation during planning exercise. During the workshop, participants were trained on the concept of/and strategic planning processes. This followed by collection and analysis of heterogeneous data from miscellaneous service areas. Data were collected through reviewing different documents indicating performance reports of specific sectors, brainstorming, self-assessments, literature review, performance review and service delivery survey reports. The analyzed data were used to prepare a situational analysis report which was the foundation for the proceeding steps. Through these process the technical team in collaboration with consultants formulated Vision, Mission, Core Values, Targets, Strategies and Performance Indicators for the next five years, this culminated in preparation of first draft of strategic plan which was presented to stakeholders for comments before preparing the final document for public use.

1.7 The Strategic Plan Layout

This 2018/2019-2022/2023 strategic plan of LMC is divided into five chapters. Chapter One presents background information of Lindi

Municipal Council while Chapter Two provides situation analysis of all departments and units as well as core values guiding 2018/2019-2022/2023 strategic plan of LMC. Chapter Three presents performance review on the implementation of the previous 2012/2013-2017/2018 strategic plan. Chapter Four presents the Vision, Mission, Strategic Objectives, Targets, Strategies and Performance Indicators of the 2018/2019-2022/2023 strategic plan of LMC. Finally Chapter Five gives information on implementation, monitoring, evaluation, plan review, reporting plan, risk management and assumptions.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Overview

This chapter presents the internal and external situational analysis situation report. The analysis of internal environment for LMC, involved the comprehensive diagnosis of the Council's thematic areas in terms of their roles, capacity and issues of major concern affecting performance of the Municipal Council in service delivery. The process involved a hard look at a district itself where it came from, the place it is now, the direction it is going and what are its choices for the future development of the citizens of LMC. Analysis of external environment involved an overview of international initiatives as well national development legislative frameworks and strategies that have a bearing on operations of the Municipal Council. In assessing the current situation, a wide range of information was collected to determine the external and internal environment. The chapter winds up with the analysis report of Strengths, Weaknesses, Opportunities and Challenges (SWOC), stakeholder analysis and core values of the Municipal Council.

2.2 Analysis of Internal Environment of Lindi Municipal Council

2.2.1 Administration and Human Resources Department

Human resources are the key success variable in ensuring the municipal meets its desired goals by transforming other resources to meaningful/tangible goals. This Department is the overall coordinator of all matters pertaining the Council administrative services and personnel management to enhance good governance under 13 departments and 6 units: Livestock and Fisheries Development Department; Secondary Education Department; Primary Education Department; Planning, Statistics and Monitoring Department; Community Development and Youth Department; Finance and Trade Department; Administration and Human Resource Department; Lands and Town Planning Department; Health Department; Environment Conservation and Solid Waste Management Department; Water and Sanitation Department; Works Department;

Procurement Management Unit; Information Communication and Technology (ICT) and Public Relation Unit; Legal Unit; Beekeeping Unit; Internal Audit Unit; and Election Unit.

The major role of the department is to assist the council in discharging administrative and human resources functions with the prime responsibility for supporting in all matters pertaining to interpretation and ensure adherence to Public Service Regulations, Standing Orders and other Labor laws; Facilitate employee relations and welfare including health, safety, sports and culture; Provide registry and courier services; and manage office records; handle all protocol matters; facilitate provision of security services, transport and general utilities; Coordinate implementation of good governance, ethics and value promotion activities including prevention of corrupt practices, excessive use of alcohol and general employees' behaviors and Coordinate implementation of Client Service Charter. On the other hand, the Human Resource management deals with; Coordinate staff recruitments, selections, placements, confirmations, promotions and transfers for the Municipal; Carry out human resources planning to determine supply and demand for professionals and administer salaries and process payrolls; Coordinate implementation of Open Performance Review and Appraisal System (OPRAS), Oversee employee's benefits (pension, allowances etc) and entitlements; Prepare Annual Personnel Emolument Estimates; Oversee services related to separation from the service (retirement, resignation, etc), facilitate orientation/induction programs for new entrants in the service; Carry out training needs assessment for the council and prepare training programs; Facilitate Human Resource training and career development.

LMC has total number of 887 staffs with 13 departments and 6 units that makes total of 19, out of 1279 establishment. Municipal has 12 proper heads of departments and 2 units with qualifications as stipulated in Public Scheme of Service and the related Circulars. The remained 5 which are community development, legal, ICT, Election

and Bee keeping there are acting heads of units, whereby 3 are in vetting process. The department has 187 which have been divided into higher and lower levels. In a higher level the department staffed with 1 Municipal Director, 1 head of department and 2 human resource officers; there 1 committee clerk, 4 registry management assistants, 5 office assistants, 10 drivers and 5 security guards.

LMC has 20 Wards and 117 Mitaa. Out of 20 Wards, 15 have proper and qualified ward executives while 5 wards there are mitaa executives who act as ward executives, moreover, there are 72 mitaa executives out of 117 which leads to shortage of 45 mitaa executives. Despite of having 72 proper Mtaa executives, 42 (35%) of them have not attend any professional course to gain knowledge and skills that could be helpful in delivering quality service.

Safety and Health procedures in the workplace help to reduce illnesses and injuries among staffs that are crucial for service delivery. One of the dangerous illnesses is AIDS which affect people including Lindi Municipal staffs, which affect the process of delivering services to the community. Number of staffs infected by HIV/AIDS and registered to employer increased from 4 (0.5%) 2013 to 23 (2.6%) 2018. Therefore, the council is providing financial support to 23 infected staffs Tshs 50,000/= each every month in order to get nutrients food to boost their health.

On housing and offices, LMC has an old Head Quarter block for offices that built in 1954 which results to shortage of offices for 5 (25%) departments and 3 (15%) units which are Agriculture, Irrigation and Cooperatives; Livestock and fisheries; Water, Community Development, Supplies, Internal Audit, Legal; Environmental and waste management. The council has 12 houses one is for Municipal Director and 11 accommodated with heads of department and units. Out of 20 members of council management team, 4 (20%) heads of departments and 4 (20%) units lack housing which forced them to rent to land lords.

In lower level, 10 wards have offices and 10 wards use other public buildings such school buildings. Further, 50% of mtaa executives use public buildings while the rest use wards offices. Generally there is huge shortage of office buildings for both higher and lower levels. In order for the staffs to deliver quality services to all stakeholders, working environment such as working tools are needed to in place. Administration department has working tools including 6 sets of computers, 2 scanners, 4 printers, 2 photocopier, 43 office chairs and 28 tables; 10 shelves and 5 cabinets. In a nutshell, the council is facing with problem of shortage of fully equipped offices that could be useful in quality service delivery the community.

Transport in any office play major role in facilitating effectiveness and efficiency of service provision. Lindi municipal council has 15 motor vehicles; 1 is for municipal Director, 1 administration department, primary education 1 which is not in use, 1 for Agriculture sector, works 1 motor vehicle, Water 1, lands and natural resources 1, environmental and waste management 2, health 4, internal audit 1 and 1 for TASAF. Meanwhile, in 9 (45%) wards their executives have been provided with motor cycles in order to enhance transport services especially wards which are in remote areas. The plan is to procure 11 (55%) motor cycles which will be used by 11 wards for transport facilitation. The department has shortage of 10 (40%) motor vehicles and 11 motor cycles for effective service delivery.

Meetings is among of the pillars of transparency that lead to good governance, it allows community members to be involved in decision making and participation in projects implementation. Lindi municipal council is conducting statutory meetings including 12 meetings for Finance Committee which are held on monthly basis, 4 Full Council which are conducted quarterly. These meetings are prior supported by CMT, Ward Development Committee (WDC), Mtaa Committee and Mtaa General Assembly. Ward Development Committee conduct 4 meetings which held quarterly that allows the collections of opinions and challenges from society through Mtaa Committee meetings which are held monthly and Mtaa General Assembly which

are held in every two months. The municipal council has 20 wards that make 100 Ward Development Committee meetings; moreover the council has 117 Mitaa which make 1404 Mtaa Committee meetings and 702 Mtaa General Assemblies.

Participation of community members in decision making and implementation of different projects is almost 57% this is because the expected participation in WDC is 564 members in 20 wards for 4 meetings but the actual participation is 430 members which is 76.2%. Mitaa Committee meetings are expected to be 1404 while the actual meetings held are 814 (58%) and Mitaa General Assembly should be 702 and the actual general meeting held is 393 (56%).

In ensuring quality service delivery, the council use different management control tools such as Service Client Charter, Grievances Handling Committee of 7 members and Suggestions Boxes. Grievances are handled by the officer who appointed to receive complains from internal and external customers, complains are recorded then sent to user department which issues are concerned and discussed in CMT. The council has 86 service delivering centers including 31 primary schools, 9 secondary, 20 wards, 1 Health Centers and 12 dispensaries and 13 departments; currently there are 52 (60%) suggestions boxes that are used to collect suggestions, opinions and complain. 34 (39%) service delivery centers don't have suggestions boxes but they are in a plan.

On the issue of recruitments, confirmation and promotion there are great improvement on the sense that, Lindi municipal has increased number of its staffs from 467 in 2012 to 887 in 2018 however still there is huge shortage of human capital. Recruitment procedures is facing challenge because there must be the approval from Permanent Secretary (Establishment) whereby the number of employees to be recruited do not match the real requirement that results into shortage of staff to implement development projects into different sectors. 869 (98%) out of 887 Lindi Municipal staffs have

been confirmed according to public service Act No. 8 of 2002 and its regulations of 2003, the remained 18 (2%) staffs have not confirmed because are in probationary period. Staffs have been promoted timely according to budget, though in these two years there is a delay of promotion to budgeted staffs resulted by ghost and certificates forgery public servants. 526 staffs have been promoted within 5 years but in a financial year 2017/2018 there are 109 staffs that were budgeted for promotion and Re- categorization but are pending waiting for Permanent Secretary (Establishment) approval.

Training in any organization including Lindi Municipal council play a major role in addressing weaknesses shown by staffs in delivering quality services, thus training program allows strengthening the needed skills. Currently, Lindi Municipal has 69 staffs that are pursuing various levels of courses; there are 3 staffs pursuing certificates programs, 16 Diploma, 1 advanced diploma, 42 bachelor degree and 7 Master degree programs. Capacity building programs especially for short courses are budgeted and prepared annually which 2017/2018 the budget was Tshs 178,848,000/= while in 2018/2019 capacity building budget is Tshs 155,182,411 that funded by ULGSP program. However the implementation of the training needs assessment and training programs have been partially due to financial constraints.

Disciplinary actions to staffs intend to maintain workplace discipline that lead to quality service delivery. Workplace discipline includes observing of public servant Act No. 8 and its amendments; rules and regulations and general public servant code of conduct. In Lindi municipal, disciplinary cases ranges from 5-10 annually that 90% of the cases are concerned with absence from duty for more than 5 days without any reason to employer. Currently there are 5 staffs with disciplinary cases.

In reviewing the performance of the activities performed, staffs are supposed to fill OPRAS form for agreed objectives and activities. OPRAS are semi-annual reviewed to ensure goals set are in right track and to check if there are other activities can be added or

dropped out. In 2017/2018 financial year, 801 (90.3%) of Lindi municipal staffs filled OPRAS form, except for 69 (7.8%) who are in a long course training, and 17 (1.9%) were new recruited staffs. During annual review 37 (4.6%) score 1, 505 (63.1%) score 2 and 259 (32.3%) staffs score 3, OPRAS process face challenges due lack of knowledge on how to set goals from higher level to lower which lead to poor implementation of performance review process.

Administratively the council in its implementation has encountered number of obstacles as follows: lack of knowledge on Public Service Act No. 8, Regulations, Scheme of Service and Public Circulars; shortage of skilled personnel; lack of knowledge on setting goals in OPRAS; shortage of offices for some heads of department, wards and mitaa executives; shortage of staff houses; shortage of working tools; petty corruption among community members; poor service delivery to the community caused by unqualified Mtaa executives; poor participation among community members in statutory meetings; and increased number of staffs infected by HIV/AIDS.

2.2.2 Planning Statistics Monitoring and Evaluation Department
Planning, statistics, monitoring and evaluation is responsible for: Policy interpretations, Planning and budgeting, Monitoring and evaluation, Collection, organization and interpretation of Data. This is the department having advisory function on all economic issues to the Council. In implementing various activities the Municipal Council is guided by different guidelines and circulars require interpretations before use. Departments interpret development policies for smooth running of activities. Interpretation of sectoral policies is done under 13 departments and 6 units.

(i) Planning and budgeting

Planning Department plays a big role of coordination in attaining the council objectives. The council planning and budgeting starts from low level (Streets and Wards). All lower levels participate in planning and budgeting through O&OD. However, O&OD procedures need skilled manpower, finance, transport and other necessary resources.

At this level, community is the sole initiator of priorities, contribute both monetary and manpower, execute, supervise and operate the implemented projects. On the other hand LGA level planning and budgeting process is done using Web-based Planning and Reporting system (Plan-Rep). Each department and unit plans and budgets using this tool. Having received the budget priorities from lower levels, the Council conducts budget meetings/discussions whereby all standing committees are involved. Finally, the budget is authorized by full council. It is obvious that, "Planning and budgeting is one thing while execution of the plan is another thing". The Council budget performance for four consecutive years.

Table 1: Trend of budgets for four consecutive years 2014/2015 – 2017/2018

Source	2014/2015		%	2015/2016		%
	Approved Budget	Actual Budget		Approved Budget	Actual Budget	
Own Sources	2,410,133,801	2,441,329,802	101	2,422,700,600	1,986,614,492	82
Other Charges	1,135,669,500	1,067,391,305	94	1,022,220,000	519,281,999	51
Personal Emoluments	5,804,632,000	6,882,858,594	119	9,214,594,800	7,423,862,976	81
Development Projects	3,550,191,748	2,932,726,933	83	5,730,713,702	5,268,515,742	92
Grand Total	12,900,627,049	13,324,306,634	103	18,390,229,102	15,154,998,824	82

Source	2016/2017		%	2017/2018		%
	Approved Budget	Actual Budget		Approved Budget	Actual Budget	
Own Sources	1,333,769,800	1,231,712,481	92	1,858,140,200	1,704,901,376	92
Other Charges	744,259,000	204,170,942	27	903,577,474	323,936,600	36
Personal Emoluments	11,112,241,800	11,221,441,400	101	11,513,069,000	6,542,384,740	57
Development Projects	11,736,137,248	7,971,585,332	68	12,871,940,926	6,276,498,292	49
Grand Total	24,932,407,848	20,628,910,155	83	27,146,727,601	14,847,721,008	55

(ii) Monitoring and Evaluation

The department among other functions coordinates implementations of various development projects. It monitors and evaluates all the planned activities undertaken at the community and Council level. Among other factors that hinder monitoring and evaluation in the municipality, M&E budget is not enough to exhaust all planned activities as scheduled. However, insufficient knowledge on principles of monitoring, and evaluation especially at lower levels is still a problem.

(iii) Data Collection, Organization and Interpretation

Planning and budgeting requires the use of accurate, correct and consistent data. The department among other functions it collects, organizing and interpret data for the advice in various uses such as planning and budgeting as a base of service delivery, projections to mention just a few. Data collections also involve various departments and stake holders to fulfill the objective. Currently the municipality has seven operating systems namely: Land Rate Management system (LRMS), Basic Education Management System (BEMIS), Primary Record Manager (PRem), Human Capital Management Information System (HCMIS), Local Government Revenue Collection Information system (LGRCIS), Government of Tanzania Hospital Management Information System (GoT-HoMIS) and Agricultural Routine Data System (ARDS).

Insufficient budget allocated on data management has contributed to an ineffective use of accurate, correct and consistent data. In order to improve this, more budgets should be committed to data management which could help to conduct training and manage data in an effective way.

(iv) Advisor of economic issues to the Council

Advising the council on economic issues is another important function of the Planning department. This includes identification of new sources of income, project implementations, improvement of

infrastructure for service delivery and improvement of social and economic wellbeing of the people.

(v) Reporting

The department has the role of coordinating and consolidating quarterly and annual reports (CFR, CDR), progress report (TASAF, LGDG, Dev. Grants, MMAM and SEDP), monthly reports, CCM party Manifesto report, Operational and Maintenance reports, Action plan, talking notes, and directives from higher authorities in accordance with National Standards. The department has been reporting to the respective authorities accordingly.

(vi) Investment Potentials

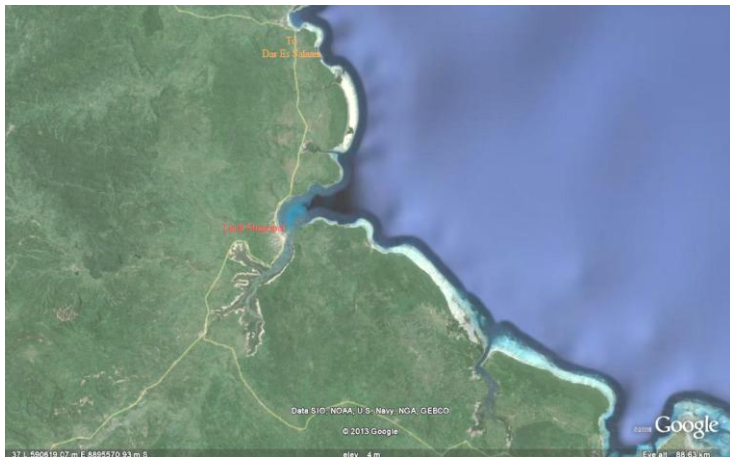
Lindi Municipality is an exciting blend of old and new urban/rural traditional culture and cosmopolitan culture. This has created vast opportunities for private sector entrepreneurship, which is assured of the full unwavering backing of the Municipal Assembly itself. Importantly, the area has a huge pool of skilled and semi-skilled manpower, physical and human capital. There is also several small scale enterprises located throughout the Municipal area. These include soap making, oil extraction (coconut and sesame) metal fabrication, garages, quarrying, and services such as sewing, barbering and hairdressing. Entrepreneurs thus have no shortage of raw and intermediate industrial inputs and ancillary support services. Considering the strong effective purchasing power in the Municipality and its neighborhood, there is ample Investment opportunities for industrialists to set up various business entities as scantily enumerated hereunder:

(vii) Investment in exploitation of beaches

Lindi abounds natural resources including an unexploited coastline of exquisite beauty, hundreds of thousands of hectares of grasslands for agriculture and animal husbandry, mineral resources such as gypsum and the recent discovery of large reserves of natural gas which is approximated to be more than 55 trillion cubic feet. The magnificent beach line is by law zoned for touristic and aqua-

recreational activities which call for mass investment in hotel industry to accommodate the anticipated influx of people exacerbated by the abundance of natural endowments. Fishing is one of the main activities for the inhabitants of Lindi Municipality. Albeit this importance the same is not done efficiently as local fishermen are unable to access deep sea fishing. The abundance of fish includes cobia, parrotfish, milk fish, peacock fish and many others.

Figure 2: Beautiful scenery of unpolluted sand beach of Lindi town along the Indian ocean



(viii) Aquaculture activities in Machole area

Aquaculture activities are being practiced along the estuary and glades which include sea weed farming. The current fishing practice is artisanal with traditional fishing tools and/or equipment. In order to optimize revenue accruing from fishery industry we need to improve the technologies in place so as to enable deep sea fishing and alleviate poverty.

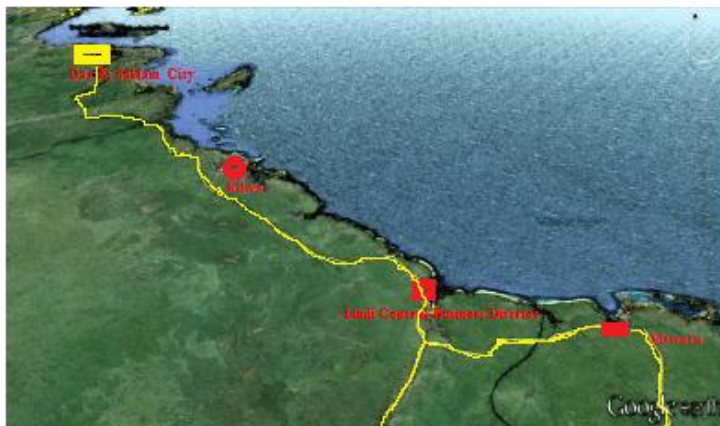
Figure 3: Aquaculture activities in Machole area



(ix) Exploitation of liquefied natural gas

In Lindi there is large endowment of Liquefied Natural Gas (LNG) as compared to any part of the World. Soon there will be construction of a special plant for processing the Gas which will be extracted in the deep sea. According to the Ministry of Energy and Minerals, the plant, will occupy about 2000 Ha of land and about 18,000Ha will be zoned for Petrochemical Industrial Park and whereas the whole is to be full operation by 2020. The Municipal Authority also understands that, multitude companies have submitted proposals expressing an interest in establishing LNG Plant in Lindi. It is estimated that the region holds 55 trillion ft³ of natural gas, which could quintuple over the next five years. BG Group, Exxon Mobil, Statoil and associates are all stationed in Tanzania today in a bid to tap energy reserves in Tanzania and specifically Lindi region.

Figure 4: Planned plant location in Lindi



(x) Undertaking Strategic Capital investments and PPP Projects

The Lindi Municipal Council entails to execute strategic investments which will help to boost its own source revenues. Among projects to be executed is: Construction of the Modern Bus terminal at Mitwero, Construction of the Modern Central Market, Construction of Mwenge and Kariakoor Markets for “Machingas”, Construction of modern Fish market, Establishment of new Cashew nuts plantations by farmers, establishment of new Municipal Cashew nuts farm and Construction of Lorry parking at Mnazimmoja. These are among many strategic investments to be executed in the next five years while currently most of them are at the stage of feasibility study. On the other hand, the Municipality is proposing to enter into joint venture with reputable actors in real estate development on a Public Private Partnership (PPP) arrangement to unlock idle capital that has remained dormant for centuries so as to maximize its potential for Municipal spatial growth and improving its peoples livelihood. There is now an urgent

need to address this now, mitigate the negative impacts and optimize the new opportunities to create a showcase for Tanzania.

(xi) Neighborhood Potentials and the Power of Networking

Lindi Municipality is bordered with various districts in the near proximity. These districts include Ruangwa which is famous in Gold, Green Tourmaline and ruby mining, Masasi, Tandahimba and Liwale which are good at cashew nuts and simsim production. The giant Selous Game Reserve which is about 300 Kms from Lindi Municipal Central Business District (CBD) avail the tourists' access to natural reserve. This game is the largest ecological green park in Africa. Integration between various actors in these districts avails Lindi Municipality a pivotal role which in turn has had multi-faceted positive stimuli for multi -sectoral development.

Figure 5: Networking as power for achieving competitive and comparative advantages



(x) Building Municipal Competitiveness

Cities, Municipalities and even townships must know their competitors; just like in boxing game, Municipalities must build resilience to shocks and have adaptive and coping strategies in place. Competitiveness is never given out but purposely made. Taking due account of our unique spatial natural configuration, the Municipality envisages to sustain its competitiveness by adopting 'Smart Growth approach'. Smart growth is the development that is economically sound, environmentally friendly and supportive of community livability; a growth that revitalizes the quality of life of our people. The exploration of large reserves of Gas in Lindi Municipality, the proximity from Lindi to Dar es Salaam; the commercial city of Tanzania; Coast's scenic with natural beauty and rich cultural heritage of Lindi continues to attract rapid immigration resulting into a growing sprawl of development. Having the people's development drive potential, government political will and the Municipality strategic plan, we anticipate lucrative economic growth which will improve and harness sustainable livelihood of our people. As mentioned above, the Municipality is striving to raise living standards of its people by leveraging local assets for community economic development. This reflects readily existence of Social Capital, Human Capital, Environmental Capital, Physical Capital and Financial Capital currently abounding our neighborhood which forms the necessary endowment for investment.

2.2.3 Town Planning and Lands Department

Department of Town Planning and Lands dealing with provision of services to a community in land aspect, to ensure that land resource to be sustainably used to bring development to the entire community. The department consist five major units including Land administration, Town planning, Survey/mapping, Valuation and Forestry. The department plays a major role in social, political and economic welfare of Lindi as it touches day to day life of every individual.

The department has 10 staffs and deficity of 39 staff of diffret cadres needed in the council. The department has the following core

functions: preparing and providing necessary Title Deeds/documents (right of Occupancy); prepare Master Plan and Town Planning Schemes; change land use to suit the requirements; carry out valuation for land and unexhausted developments; conduct Cadastral Survey; solving Land conflicts as arises; billing and Collecting Land rent; ensure that the Title deeds (CT), planning documents (TP), survey plans and valuation reports are submitted to authorities (Ministry of Lands Housing and Human settlements) for approval and/or certification: establishing the infrastructural services like design and forming road network, water and electricity; control and issuing building permits and Business license; marketing and sale of serviced plots; supervising planting and management of natural forest and plantation; conduct planning in forest and coordinate collection and analysis of forest product; supervise and control destruction from wild animals against food crops and livestock; and supervise establishment of local nursery to cater for needs of greenish.

Land administration unit mainly deals with land allocation, preparation of certificate of title and issuing and collection of land rent. The department also plan is to allocate the surveyed plots and 4,200 right of occupancy have been granted as from 2013/2017, 1950 plots unallocated. Land rent; Tshs.86,493,750.60 on the year 2012/2013, Tshs.237,088,480.21 on the year 2013/2014, Tshs.803705,614.50 on the year 2014/2015, Tshs.153,545,876.44 on the year 2015/2016 Tshs.609,971,491.06 on the year 2016/2017 which make a total of Tshs.1,890,805,212.81/= amount of land rent was collected from 2012/203 up to June 2017.

Through Town Planning unit, the department is preparing a new Lindi Municipality Master plan of which is in its final stages. Sensitization meeting, data collections and analysis is done now it is in the gazette stage. Land regularization, the department has undergo land regularization in Kariakoo area 154 plots, Mpilipili 289 plots and Mnazimmoja 1816 plots which makes a total of 2259 plots had been planned, surveyed and mapped in regularization project on

2016/2017. Preparation of town planning drawings (TP), 22 town planning drawings had been prepared in different wards including Nachingwea, Rasbura and Mbanja.

Survey and Mapping unit deals with Survey and mapping, about 12,000 plots had been surveyed for different use classes in Ngongo area 2090 plots on 2015/2016, Nachingwea 750 plots on 2015, Mwenge 500 plots on 2017, Rasibura UTT project 2500 plots on 2013/2014, Mabano 600 plots on 2017, Mtanda 800 plots on 2016 and Mbanja 300 plots 2016/2017. Preparation of land use planning for 24 *mitaa* and demarcation of the respective boundaries in surveyed plots.

Through Valuation Section, the department had undergo valuation of land, buildings, crops and other improvements for compensation in different areas including LNG site at Kikwetu and Mto mkavu a total of 432 PAPs are entitled for compensation, Rasibura UTT Plot project on 2012/2015 a total of 763 PAPs was compensated, Mitema on 2016 a total of 10 PAPs are entitled for compensation. A total of 50 plots in different places were valued for transfer purposes.

Municipal council consist of 2 types of forests, village natural forest reserve and mangrove forestry. Mangrove forests are found along the coasts which cover an area of 115,475.6Ha. The village natural forest reserves are found in Nandambi and Mkanga villages with coverage of 870ha and 5706.9Ha respectively. The Municipal Authority is also encouraging people in the campaign of tree planting. Section is also encouraging people in the campaign of tree planting by creating tree nursery in almost every mtaa. The department faces the following challenges: shortages of staffs in different professionals especially Cartographer; deficits of funds allocated to the department for facilitating day to day activities; deficit of working tools and equipment especially motor vehicles and cycles for day to day inspections; poor Office block and office facilities for use by all existing staff; urban land disputes especially in compensation and boundary conflicts; unreliable electricity and

network failure to enable the Tax Collection System work effectively at all times; existence of un-surveyed settlement; un-surveyed public space; delay on delivery of the Certificate of occupancy; and encroachment for shift cultivation, climatic change and environment degradation.

2.2.4 Agriculture, Irrigation and Cooperatives Department

Agriculture, Irrigation and Cooperative is among of the departments in the Council that deals with training and advising farmers on good agronomics practices. The department has following core functions to: Sensitizing and educating the farmers to identify their core needs and problems hindering them towards their agriculture development; working with the farmers to identify and prioritize agriculture projects which will help them to solve problems facing them; assisting and participate the community in planning, and implementing village agriculture development plans; assist participatory monitoring and evaluation; providing basic agriculture knowledge to farmers; assisting community to form various economic agriculture groups, supporting farmer groups with farm implement; seeds and equipment; training farmers on proper utilization of agriculture inputs, sensitizing and empowering the community to form cooperative societies. The department has 15 staffs, 7 agriculture field officers, 1 agriculture officer, 4cooperatives officers, and 3 irrigation engineers.

2.2.4.1 Agriculture

The arable area is 34,163Ha of the Municipality, 26,583Ha are fully utilized for subsistence farming and the average farm size per household is 0.5 - 0.8 hectares. On cash crops production and productivity, the major cash crop in Lindi Municipality are cashew nut, coconuts and sesame, which contain the largest part of the total cultivated area (12,119ha), all most more than 50% of the Municipality household practiced in cashew production which currently was the source of community income. The following table below illustrates the distribution of cash crops production and productivity for past three consecutive years:

Table 2: Production and Productivity of Cash Crops in Lindi Municipal Council

Year	Crops	Production (Tones)	Productivity (Tones/ha)
2016/17	Cashew nut	2100	1.2
	sesame	757	0.8
	coconut	373	0.9
2015/16	Cashew nut	1285	1.2
	sesame	720	0.8
	coconut	385	0.9
2014/15	Cashew nut	172	0.6
	sesame	715	0.7
	coconut	322	0.8

Production and productivity of food crops, cassava is the main food crop average planted area was (1651Ha). For Lindi Municipality Cassava was the key crop by which each household required to have at least 1 acre farm to ensure food security. Other planted crops were maize and sorghum, the average planted area for maize (867 ha), followed by sorghum (553 ha), and paddy (715ha). Also crops like groundnuts, cowpeas, pigeon peas, bananas were planted and accounting for the remaining 11.5%. Table 3 illustrates the distribution of key food crops production and productivity for past three consecutive years:

Table 3: Production and Productivity of Food Crops in LMC

Year	Crop	Production (Tones)	Productivity (Tones/ha)
2016/17	Cassava	7057	2.8
	sorghum	656	0.8
	Maize	874	0.8
	Groundnuts	631	0.6
	Cowpeas	1330	0.7
	Pigeon peas	697	0.7
2015/16	Cassava	5105	2.7
	sorghum	494	0.8
	Maize	602	0.8

Year	Crop	Production (Tones)	Productivity (Tones/ha)
	Groundnuts	446	0.6
	Cowpeas	652	0.7
	Pigeon peas	424	0.7
2014/15	Cassava	6102	3.0
	sorghum	494	0.8
	Maize	603	0.8
	Groundnuts	449	0.6
	Cowpeas	652	0.7
	Pigeon peas	424	0.7

The system of the marketing based on warehouse receipt system to cashews and for sesame, coconuts and cow peas traders go direct to the farmers during harvesting and negotiate with them without using any formal systems. Table 4 shows the average price of the crops per Kg in Tshs.

Table 4: The average price of the crops per Kg in Tshs

Crops	Price of crops (Tshs/kg)		
	2016/17	2015/16	2014/15
Cashews	3500	3500	1500
sesame	1600	1500	1300
Cocoonuts	700	500	300
Cow peas	300	2000	3500

On processing and mechanization, 7 sets of cassava processing machine and milling machines have been purchased and distributed to 7 farmers groups for purpose of enhancing value chain of Cassava crop. The use of mechanized agricultural equipment in the Municipal was generally low. LMC has a total of 15 tractors which are commonly used in the area for ploughing, harrowing and save as means of transport to take agricultural produce from fields to homes and markets as well. The storage system of the crops is done through using warehouses for cashew and sesame and for coconuts and cowpeas farmers using the local system to store their production. There are 12 warehouses most of these are owned by

AMCOS (Agricultural marketing cooperative societies). There are 12 warehouses most of these are owned by AMCOS (Agricultural Marketing and cooperative societies).

Table 5: Available Warehouse and their Capacity in LMC

AMCOS NAME	Area	No of warehouse	CAPACITY (Tons)
Mnazimmoja	Mnazimmoja	1	120
	Mingoyo	1	110
	Ruaha	1	40
	Mkwaya	1	60
Kitumiki	Kineng'ene	1	30
	Kitumbikwela	1	150
Ng'apa	Tandangongoro	1	80
	Mkanga	1	30
	Ng'apa	1	100
Chikonji	Chikonji	1	60
	Chikonji kusini	1	60
	Nanyanje	1	40
Total		12	880

Improved seed was used for planting during both the short and long rain seasons. However, the use of improved seed for planting was limited to relatively small areas. The rest of the planted area (91%) equivalent to was planted without using improved seed. Pesticides comprise a diverse group of chemical substances used for the control of pests (insects, diseases, weeds, rodents, nematodes, birds and others) as shown in Table 6.

Table 6: Amount of Chemical Substances Used to Control Pests and Diseases Outbreak

Year	Sulphur dust (Kgs)	Chemicals(pesticides, insecticides and herbicides) Ltrs
2017/16	68,541	1,256
2016/15	27,150	1,109
2015/14	10,070	1,006

Extension officers are expected to provide individual as well as group consultations to farmers in addressing various agricultural problems such as clear land, planting/sowing, weeding, application of fertilizers and chemicals, harvesting, processing and storage.. However, farmers expect extension officers to make regular visits to individual farms to identify and advise farmers on how to deal with various problems. The extension officer appeared to have a particular interest in encouraging cassava farming in responding to food shortage and not focusing on other crops such as sesame, sorghum and maize

Farmers' attendance in farming related meetings is very low hence only a fraction of farmers are reached. Various factors were reported for low attendance in these meetings including: organizing meetings in times that collide with other pressing socio-economic and cultural activities and the bad experience with meetings that they have not helped farmers achieve anything such that they see no reason as to why they should attend such meetings. In practice this rarely happens since farmers do not report incidents but expect extension officers to make rounds to all farms. On the other hand, extension officers complain that lack of facilities such as motorcycles for transportation affects their desire to visit farmers. Again few farmers get access to these inputs for various reasons including lack of financial resources to buy the inputs and lack of technical knowledge on their application. Only few farmers adopted for instance Nane nane exhibition, majority do not adopting and claim that it is impossible to replicate what the officer is doing since they do not have access to the same resources as the officer has, in terms of technical knowledge, access to agro-chemicals and improved seeds.

2.2.4.2 Irrigation

Potential area for irrigation is 835Ha, Area under irrigation is 253Ha. The main source of water for irrigation for the majority of the households that applied irrigation was river, tap water and a very small number of households used borehole. The Municipality has 3 irrigation schemes thus are Ngongo, Kitandi and Tandangongoro.

Ngongo Irrigation scheme is the incomplete improved scheme; also undergo the problem of water shortage due to insufficient ngongo river water flow due to climate change. Tandangongoro Irrigation Scheme collapsed since some of its structure such as Intake, distribution box and gates destroyed by flood, for now Tandangongoro is not fully utilized. Major crops cultivated under irrigation were vegetables, paddy and sugarcane as shown in Table 7.

Table 7: Available Irrigation Schemes/Valleys in LMC

S N	Name of Irrigation Scheme/Valley	Potential Area (ha)	Area Cultivated (ha)	Number of Beneficiaries	Type of scheme	Crops Cultivated
1	Ngongo	120	12	228	Improved	Paddy, Maize
2	Tandangongolo	93	36	163	traditional	Paddy, Vegetable
3	Kitandi	34	15	42	Semi Improved	Paddy, Vegetable
4	Mloweka	100	53	172	traditional	Paddy, Vegetable, Maize
5	Mkwaya	493	147	401	traditional	Paddy, Sugarcane, Vegetable

Table 8: Irrigation Schemes Practicing Drip Irrigation in LMC

SN	Name of Scheme	Potential (ha)	Developed (ha)	Irrigated area(ha)	Number of beneficiaries	Crops cultivated
1	Jipe moyo Ng'apa group	1	0.2	0.2	10	vegetable
2	Shangushangu Narunyu group	2	0.4	0.4	10	vegetable
3	Tuyangatane Ng'apa group	1	0.2	0.2	15	vegetable
4	Mnazimmoja	2	1.6	1.6	80	vegetable

2.2.4.3 Cooperatives

This is the one of the subsection in Agriculture, Irrigation and Cooperative Department. It involves with emphasizing people to create different cooperatives for the purpose improving their economic status. Currently, LMC has five Agriculture Marketing and Cooperative Societies (AMCOS) as shown in Table 9.

Table 9: Available AMCOS in Lind Municipal Council

SN	Name of AMCOS	Male	Female	Total	Status
1	Mnazimmoja	192	78	270	Active
2	Kitumiki	97	68	165	Active
3	Ng'apa	85	48	133	Active
4	Chikonji	69	28	130	Active
5	Mnali	62	33	95	Active
	Total	505	227	832	

The Municipality has a total of 20 Savings and Credit Cooperatives (SACCOS) with a total of 1870 members as shown in Table 10.

Table 10: Available SACCOS in LMC

SN	Name of SACCOS	Male	Female	Groups	Total	Status
1	Ilulu	591	205	4	800	Active
2	Amkeni	-	94	-	94	Active
3	New lindi vijana	15	38	-	53	Inactive
4	Saba saba	43	27	-	70	Inactive
5	Lindi wanawake	-	73	-	73	Active
6	Lindi town	18	19	-	37	Inactive
7	Lindi town teacher	7	20	-	27	Active
8	Ujamaa na ushirika	74	94	-	168	Active
9	Kiwata	32	12	-	44	Inactive
10	Lindi VETA	28	34	-	62	Active
11	Mingoyo	67	18	2	87	Active
12	Ng'apa	41	27	-	68	Inactive
13	Wabeba mizigo	20	11	-	31	Inactive
14	Mafundi ujenzi	32	14	-	46	Inactive
15	Mawili	18	7	-	25	Active
16	T.A.G	20	27	-	47	Active
17	Vijana SACCOS	55	28	-	83	Active
18	Bomali	33	24	-	57	Active

SN	Name of SACCOS	Male	Female	Groups	Total	Status
	SACCOS					
19	Mapinduzi ujenzi SACCOS	9	12	-	21	Inactive
20	Lindi labour pool SACCOS	13	11	-	24	Active
Total		1,116	795	6	1,917	

Agriculture related challenges include: inadequate transportation facilities especially roads that are impassable during the rainy season; lack of support infrastructure for extension officers further constrains deploying a sufficient number of extension officers to the Streets/villages, e.g. there is no housing for extension officers; insufficient working tools: small hand hoes and pangas limit the size of land that a farmer could cultivate and hence affect farm yield; inability to afford improved seeds makes farmers continue using traditional seeds and hence low productivity; high weed infestation rate; low farmers adoption rate to improved farming techniques; ignorance among farmers to prioritize agriculture more than other socio-cultural activities; being few in number, extension officers are overwhelmed with activities; inability to afford pesticides and other agro-chemicals combined with inadequate technical knowledge on their application; lack of knowledge on appropriate techniques; poor homestead storage facilities result to theft and grain damage by rats and insects; destruction of germinating crops; shortage of appropriate inputs to control pest and diseases; inadequate data and data systems; poor extension services to facilitate access to, acquisition and utilization of improved farming practices; low level of commercial fertilizer use due to high costs of acquisition, limited availability and lack of knowledge on their application; inadequate labor and late weeding which affects crop yield; inadequate soil conservation measures resulting in loss of soil fertility which further encourages shifting cultivation; high cost of inputs; and inadequate and weak enforcement of standards in food quality and safety.

Irrigation relate challenges include: low level of irrigation skills of the farmers; low irrigation water use efficiency; lack of proper agricultural land use and management plans; inadequate irrigation production support services that is supported by research and technical innovations; and incomplete irrigation schemes; inadequate maintenance limit sustainability and farmers' returns; poor irrigation infrastructure; unpredictable weather conditions, weather and climate analysis by farmers indicate off-season rains (erratic rainfall), and times too much or too little rain which has a negative impact on the performance of field crops; low level of technological uptake and utilization by the communities; and inadequate funding for irrigation investments.

Cooperative related challenges include: lack of capital hence farmers fail to improve agricultural productivity and fall into the hands of unfair credit arrangements; low price offered by middleman and unfair deals in the crops market; poor crops marketing system; farmers and primary cooperative societies dry and store nuts poorly; farmers' lack information related to cooperatives; logistical and financial management at the cooperatives is often not adequate; little attention is currently paid the way raw cashew nuts are stored at farmers and cooperatives; the auctioning system is based on closed bidding to avoid price-rigging and fixation; finance received is often inappropriately management by the farmers and cooperatives; and little progress in farmer empowerment and organization strengthening.

2.2.5 Finance and Trade Department

The department has two sections which are Finance, Trade and market entitled to collect all Local government revenue headed by the Council Treasurer. Budgeting, collection and accounting are carried out by using various systems including LGRCIS, FFARS, PLANREP and EPICOR. Core functions of this department are to prepare financial reports daily, monthly, quarterly as per statutory requirement. The reports prepared are receipt and payment report, bank reconciliation report, daily collection report, CDR report and

council financial statements at the year end and disseminate to the public through meetings organized by the council, including full council meetings and wards meetings, supervise all receipts and payments for all departments of council, maintain books of accounts and other related documents, record all municipal Council assets and store them safely and accurately, make sure that all council revenue are collected and accounted for, advice the council on any financial and trade affairs, improve of relevant financial regulations and supervise their applications, get statistical data of trade in order to evaluate the situation of trade in the council, compile documents, policies and laws of trade, receive licence business applications, educate business men on issues of businesses, supervise all markets in the council.

Finance section supposes to have 20 staffs where currently are 13 staffs with deficit of 7 staffs. The section collect own source revenue from the following taxes, service levy, fines and penalties, renting of houses, sanitation fees and charges, , abattoir slaughter service fee, commercial fishing license fee, building permit fee. Also other grants received from the Government and donors. In five years the own source collection has increased due to strategy incorporated as new sources of revenue identified and increased efficiency by collectors as shown in Table 11.

Table 11: Budget against actual own source revenue collected from 2012 to 2017 (Figures in "000")

Year	2014/13	2013/14	2014/15	2015/16	2016/17
Budget from own source(B)	696,773.00	784,100.00	2,410,133.8	2,422,700.6	1,333,769.8
Actual Budget(A)	848,211.373	1,194,518.8	2,386,032.46	1,986,614.49	1,203,117
Percentage A/B	122	152	99	82	90

The own source revenue collected does not cover all the expenses of the council operation so or every year the Central Government

provide subsidies to cover the rest of expenses as shown in Table 12.

Table 12: Grants for other expenditure 2012/2013-2016/17

Year	Budget(B)	Actual Revenue (A)	Percentage A/B
2012/2013	7,461,849,550.00	5,871,642,309.00	79
2013/2014	6,251,476,900.00	6,513,768,915.00	79
2014/2015	6,940,301,500.00	5,963,293,252.00	86
2015/2016	1,022,220,000.00	519,281,999.00	51
2016/2017	744,259,000	286,256,413	38

The development projects like road construction, water project, dispensaries and schools building are facilitated by grants from central government and donor partners. For five years the amount received shown in Table 13.

Table 13: Grants for development projects 2012/2013-2016/17

Year	Budget (B)	Actual Revenue (A)	Percentage A/B
2012/2013	4,209,824,809.00	3,327,049,463.00	79
2013/2014	4,332,340,767.00	3,838,815,651.00	89
2014/2015	3,616,270,949.00	4,111,430,102.49	113.69
2015/2016	5,730,713,702.22	5,268,515,742.45	92
2016/2017	11,110,219,919.00	11,957,378,000.00	107.6

Trade and market section currently has 3 staffs. Number of staffs needed in this section is 5 making a deficit of 2 staffs. Currently the Municipality has 1005 micro businesses, 203 small scales businesses and 122 medium scale businesses in which we collect revenues from business license fees (1330 Traders), liquor license fees (133 bars and groceries) and Hotel levy from 67 guest houses. Also the Council has 4 scraps markets which do not satisfy the needs of users. These markets are found in Matopeni, nachingwea, Mnazi mmoja and Ng'apa wards. Table 14 presents numbers of licenses issued by the section and their revenues contributed to the council for five years.

Table 14: Business licenses and liquor licenses issued (2012/13-2016/17) and income generated

Year	2012/13	2013/14	2014/15	2015/16	2016/17
Number of Business licenses	580	800	843	968	1066
Income (TSH)	39,580,000	53,058,304	56,743,536	80,267,350	87,736,639
Number of liquor licenses	47	62	105	262	241
Income (TSH)	953,0000	2,498,000	3,586,200	6,890,000	4,869,000

Despite the noted success the finance and trade is hampered by different issues including: inadequate working facilities such as Computers, Printers, stationeries photocopying machine and scanner, UPS etc; lack of education to revenue collectors; the department has no motor vehicle for follow-up and supervision of revenue activities; less compliance of tax payers due to lack of education about taxes which make revenue collection exercise difficult; insufficient support from Ward Executive Officers (WEOs) in supervise revenue collections in their wards; the existence of 4 scrap markets which do not satisfy the needs; lack of one point electronic tax payers' database; few sources of own source collection; lack of enough knowledge of departmental staffs on operation of accounting packages; and WEOS and teachers lack knowledge on preparation of financial report.

2.2.6 Primary Education Department

The department has various functions: collection of data, writing of quarterly and annually report, supervision of the school fund, supervision of school infrastructure, to ensure good performance, to ensure utilization of human resource, to monitor school rehabilitation and maintenance, to ensure implementation of education policy, to conduct seminar on game and sport in primary school, coordinating non formal and adult education, participating in

budget preparation, supervision of education for pupils with special needs. to participate in registration of examination candidates, to conduct monitoring and evaluation, to organize and conduct short in service training, to ensure proper utilization of learning and teaching materials. Primary Education Department is committed to provide education from Pre-primary, Primary, Post Primary and non-formal Education.

Currently The Council has a total of 285 teachers with a deficit of 84 teachers. Male teachers are 132 while female teachers are 153. The Municipal Council has 33 primary schools whereby 31 are Government primary schools and 2 are private schools. Both Government and Private schools have a total number of 17020 pupils whereby 8481 are boys and 8589 are girls. Currently Teacher/Pupil ratio (TPR, 1:59). Either primary education department has 7 satellite schools.

Most of the schools are running short of infrastructure including teacher's house, classrooms, teacher's offices, cupboards, stores, pit- latrine. Despite the efforts of the government to address these challenges, the shortages still exists as summarized in Table 15.

Table 15: Available school infrastructures

Type	Required	Available	Shortage
Teachers house	285	86	199
Offices	84	73	11
Classrooms	387	295	92
Latrines	563	308	255
Desks	4926	4893	33
Tables	736	387	349
Chairs	736	443	293

On School Enrolment, the numbers of pupils registered for three years (2016-2018) are 7173 for pre-primary and 8070 for primary education as shown in Table 16.

Table 16: Shows Enrolment for pre-primary & primary (2016-2018)

Year	Expected			Registered			
	Boys	Girls	Total	Boys	Girls	Total	%
Pre-Primary							
2016	825	884	1709	1276	1257	2533	148
2017	1,259	1,352	2,611	1,174	1,223	2,397	87
2018	1128	1224	2352	1067	1176	2243	95
Primary							
2016	1128	1170	2298	1545	1405	2950	128
2017	1391	1483	2874	1332	1280	2612	92
2018	1311	1283	2594	1274	1234	2508	96

On dropouts of pupils, the total number of 700 students dropped from schooling out of 2258 pupils in 2012-2017 compared to 547 pupils out of 2248 dropped in 2013-2018 as shown in Table 17.

Table 17: Number of students drop out registered 2012-2017 and 2013-2018

Year	Registered STD I			Candidates STD VII			Drop out %
	Boys	Girls	Total	Boys	Girls	Total	
2012/2017	1130	1128	2258	738	820	1558	32
2013/2018	1,135	1113	2248	783	918	1701	24

Table 18: Primary department Teacher/ Pupil ratio (Pre- Primary pupils exclusive)

SN	School	Pupil	Teacher	TPR
1	Cheleweni	491	9	1:54
2	Chikonji	760	14	1:54
3	Jangwani	231	5	1:46
4	Kikwetu	386	6	1:64
5	Kineng'ene	692	10	1:69
6	Kitumbikwela	501	10	1:50
7	Likong'o	239	5	1:47
8	Likotwa	546	11	1:49
9	Mingoyo	268	5	1:53

SN	School	Pupil	Teacher	TPR
10	Mitwero	611	13	1:47
11	Mkanga 1	137	4	1:34
12	Mkundi	102	4	1:25
13	Mkupama	395	8	1:49
14	Mkwaya	343	6	1:57
15	Mlandege	354	7	1:50
16	Mnazimmoja	1169	17	1:68
17	Mpilipili	693	14	1:49
18	Msinjahili	499	11	1:45
19	Mtanda	413	10	1:41
20	Mtuleni	329	7	1:47
21	Muungano	523	9	1:58
22	Nandambi	147	4	1:36
23	Nanyanje	182	5	1:36
24	Ng'apa	546	9	1:60
25	Rahaleo	691	13	1:53
26	Ruaha	202	5	1:40
27	Sinde	367	6	1:61
28	Stadium	797	15	1:53
29	Tandangongoro	347	6	1:57
30	Tulieni	610	13	1:46
31	Wailes	487	9	1:54

With regard to Standard Seven National Result (2013-2017), 7323 candidates sat for examination. 4723(64%) candidates passed the examination as shown in Table 19.

Table 19: Standard seven National Examination results (PSLE 2013-2017)

Year	Candidates			Passed				Selected			
	Boys	Girls	Total	Boys	Girls	Total	%	Boys	Girls	Total	%
2013	676	839	1515	338	335	673	44.4	338	335	673	100
2014	610	710	1320	368	360	728	55	368	360	728	100
2015	637	819	1456	465	541	1006	70	465	541	1006	100
2016	721	753	1,474	510	547	1,057	71.4	510	547	1,057	100
2017	738	820	1558	597	660	1257	80.5	597	660	1257	100
Total	3382	3941	7323	2278	2443	4723	64.4	2278	2443	4723	100

Challenges in provision of primary education in LMC include: inadequate in-service teachers training; undesirable book –Pupils ratio 1:5; inadequate of qualified teachers for Pre-primary school; inadequate schools fences; inadequate teachers house; inadequate classroom, teachers office and latrines and furniture; inadequate pre-primary classes and facilities; inadequate inclusive facilities for pupils with special learning needs; inadequate capacity of existing education system to address crosscutting issue including gender HIV/AIDS and environment; inadequate attention to promote responsive pedagogy; underdeveloped performance assessment mechanism; natural calamities; inadequate of water services in schools; inadequate of ICT in schools; inadequate of electricity services in schools; inadequate sports and games ground play; inadequate sports and games facilities; and inadequate sports and games talent.

2.2.7 Secondary Education Department

Secondary education department has roles of providing education service to students, supervision and implementation of all National directives, policy and initiative at municipal level. The situation of Secondary Education has continued to be improved in terms of buildings and other important facilities in order to create conducive environment for the students to learn and teachers to teach. The improvement at secondary education improved by the increase in the number of classrooms in the old secondary schools and increase of student's enrolment. The department is eligible to perform the following functions: To enforce and supervise the implementation of the Education and Training policy, to promote students' achievement and preparation for global competitiveness by fostering educational excellence, to improve access to secondary education to all children and maintain their retention, to improve teaching and learning environment, to improve customer care in provision of education services, to assure availability of in-service training (capacity building) for teachers and non-teaching staff, to raise community's awareness on cost sharing programs for education of their children.

The Council has a total 171 teachers with a deficit of 40 science teachers. Male teachers are 98 while female teachers are 73. The Municipal Council has 11 secondary schools whereby 9 are Government secondary schools and 2 are non-government secondary schools. Both Government and Private secondary schools have a total number of 4282 pupils whereby 2214 are boys and 2068 are girls. With regard to teachers, the council has 171 secondary school teachers of whom 98 are male and 73 are females. There are 40 shortage of science teachers. The required number is 77 but only 37 teachers are available. No shortage for arts subjects

On school infrastructure and furniture, most of the schools are running short of infrastructure including teacher's house, laboratories, classrooms, administration block, latrine, library to

mention the few. Despite the efforts of the government to address these challenges, the shortages still exists as shown in Table 20.

Table 20: Available School Infrastructure

Type	Required	Available	Shortage
Teachers house	171	25	146
Laboratories	24	24	0
Classrooms	100	80	20
Administration block	9	4	5
Latrines	154	130	24
Library	9	3	5
Assembly hall	9	1	8
Kitchen	9	2	7
Hostel	8	3	5

On students drop out, the total number of 53 students dropped from schooling out of 3022 Students in 2017 compared to 88 students out of 2860 dropped in 2016.

Table 21 : Number of students drop out 2016/2017

Year	Form	Number of students			Drop out		
		Boys	Girls	Total	Boys	Girls	Total
2017	I	469	501	970	4	2	6
	II	447	481	928	21	22	43
	III	320	260	580	1	2	3
	IV	268	276	544	1	0	1
Total	I - IV	1504	1518	3022	27	26	53
2016	I	472	497	969	17	14	31
	II	345	315	660	23	13	36
	III	290	282	572	3	11	14
	IV	351	308	659	0	7	7
Total	I - IV	1458	1402	2860	43	45	88

Table 22: Teacher-Students Ratio

S/N	Subject	Number of Students	Number of Teachers	Ratio
1	Mathematics	4282	10	1:428
2	English	4282	31	1:138
3	Kiswahili	4282	25	1:171
4	Civics	4282	16	1:267
5	Biology	4282	7	1:611
6	Physics	2060	8	1:257
8	Chemistry	2280	12	1:190
9	History	4282	25	1:171
10	Geography	4282	25	1:171

With regard to Form Six results in 2018, 188 students sat for examination. 188(100%) students passed the examination as shown in Table 23.

Table 23: Form six National Examination results in 2018

Division	FVI 2018		
	Male	Total	% (percentage)
1	34	34	18.1
II	85	85	45.0
III	66	66	35.1
I-III	185	185	98.4
IV	3	3	1.4
O	0	0	0

On Form Four National Examinations in 2017, a total number of 614 students sit for examination while 498(81%) students passed examination while 116(19%) students failed the examination

Table 24: Form four national examination results in 2017

Division	Male	Female	Total	% (Percentage)
1	2	0	2	0.3
II	38	3	41	6.7

Division	Male	Female	Total	% (Percentage)
III	55	33	88	14.3
IV	169	198	367	59.7
O	46	70	116	19.0

With regard to Form II examination results in 2017, a total of 966 sit for examination. 860(89%) students passed examination while 106 (11%) students failed the examination.

Table 25: Form four national examination results in 2017

Division	Boys	Female	Total
1	31	37	68
II	39	97	76
III	67	78	145
IV	250	321	571
O	47	59	106

Despite of the achievements so far attained in the provision of secondary education, the following are the main challenges: shortage of teachers for Science & Mathematics in the Council; delay in the release of funds from the central Government to the Council; shortage of teaching and learning materials such as textbooks; inadequate funds for in-service training. Few teachers access training opportunities; shortage of classrooms; shortage of toilets; shortage of water supplies; lack of staff houses; lack of electric power; absence of school fences; un surveyed School boundaries; low performance; and poor teaching of religious periods.

2.2.8 Health Department

Better health is important to human happiness and wellbeing, it also makes an important contribution to economic growth, as healthy populations live longer, are more productive and save more. Many factors influence health status and country's ability to provide quality health services for its people. Lindi Municipal Health department deals with health and social wellbeing of the community in the

council and maintaining the provision of high quality, accessible and affordable health services. Despite of being responsible for the health status of all in the municipal, the focus of the department is to provides better services to the special population groups, which include women of child bearing age who are 21,928 under five years' old children who are 11,302, and; the infants who are 2,407 The Compressive Council Health Plan (CCHP) for financial year 2017/2018, was prepared in the way it address the Policy and guidelines objectives related to National Health Policy (2007), Primary Health Services Development Program, Millennium Development Goals, Government Vision 2025, National Strategy for Growth and Reduction of Poverty, The National Essential Health Package (2000), the Burden of diseases nationally and locally and "Mpango wa Maendeleo wa Afya ya Msingi" (MMAM) program 2007-2017 and the Big Result Now (BRN) for health sector. All sources of health funds including donor's contribution and in kind have been included.

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

In delivering quality health services to the community, the availability of human resources is very important factor. Moreover, good management of human resources for health led to increase motivation and morally among Health workers to improve performance. Despite of the effort made by the Municipal Council to

increase the number health workers as well as good working environment for health workers, still health department is still facing a great shortage of health service providers. The number of health service providers of different cadres at all levels who are available is 137(65.9%) while the required number as per standard establishment is 208 which make a gap of 71 equivalent to 34.1%. However in financial year 2014/15 Lindi Municipal Council has been given an employment permit to employ 30 staff of different cadre and so far 12 staff had been employed.

Lindi Municipal Council health delivery system follows the national pyramid system. The Municipal Health Department has only two levels of health care service delivery. First level; Health centers and dispensaries and affiliated clinics deliver first line preventive, and curative health services including Reproductive and Child Health (RCH), outpatient, public/community, environmental, school and investigation services. Second level; the Municipal Health Department is responsible for delivering preventive and curative second line services, including RCH under pediatrics services. Outpatient, inpatient, investigation services and health promotion is integrated routine activity through outpatient services. However, considering the size of the Lindi population (>78,841,It could be foreseen in the near future that health centers become the equivalent of Municipal Health departments delivering second line services. For now, third line service is provided by Sokoine Regional Referral Hospital.

Lindi Municipal Council has 22 health facilities among them 17 health facilities under Public and 5 facilities under Private Sector (17public and 5 private). In health care provision there are several ways and different antigens for preventing different diseases. *Vaccination with different antigens that are responsible to prevent different diseases for a living human being/animal. In this area vaccination coverage on preventive was at different level where Oral Polio Vaccine (OPV3) was at 100%, Measles at 100%, Basilar Calmat Gruel (BCG) at 100%, Diphtheria and Petusis Tetanus and*

Hepatitis B (DPTHB) at 100% Vitamin A supplementation increased from 98% to 100% and TT was at 75%. Other preventive services were done through Health Education to the community through media, leaflets, flyers, posters and several sessions for behavior change. Moreover the Council have completed construction of 1 dispensaries (Nandambi) which officially started to operate in July 2016 and Mkanga Dispensary is at finishing stage. Currently, Lindi Municipal is constructing two Health Centers at Mnazimmoja Health centre and Kineng'ene Health centre.

Despite the achievement which has been mentioned above, the council faced the following primary, secondary and managerial problems; Primary Health problems includes; maternal mortality 351/1,000 pregnant mothers died , high number of under five death 93 deaths were reported, 74 neonatal deaths , infant deaths were , high rate of death due to Malaria in all ages (1.0%), high Case fatality rate due to T.B (3.2%), high number of cases of Non-Communicable Disease (NCD) (4%), high prevalence of HIV (1.9%) contributed by low coverage of Care of Treatment Centre (CTC) services (8%), and high incidence of STI (3.5%) as shown in Table 26.

Table 26: List of top ten diseases depending on the prevailing situation in the Council

SN	Diagnosis	< 5years				>5+ years			
		M	F	Total	% of total OPD cases	M	F	Total	% of total OPD cases
1	Malaria	6,474	7,132	13,606	32,00	11,173	14,655	25,828	43.41
2	ARI	6,182	6,771	12,953	30.47	6,097	8,472	14,569	24.49
3	Skin diseases	1,574	1,800	3,374	7.94	1,763	1,984	3,747	6.3
4	Eye conditions	334	3,040	3,374	7.94	434	453	887	1.49
5	Diarrhoea disease	1,340	3,040	3,374	7,94	434	453	887	1.49
6	pneumonia	1,258	1,382	2,640	6.21	981	1,207	2,188	3,68
7	Intestinal worms	430	513	943	2.22	768	811	1,579	2.65
8	Other diagnosis	331	352	683	1.61	1,013	1,432	2,445	4.11
9	Emergency Surgical condition	344	327	671	1.58	538		14,111	3.2
10	Anemia	345	325	670	1.58	399	579	978	1.64
Total		18,612	23,055	41,667		24,194	32,209	56,403	

Although health department through its HFs has been undertaking several initiatives to reduce deferent community health burden by using available resources but still high as presented in Table 27.

Table 27: Important Primary Health Indicators of Health Status

SN	Indicator	No of deaths in health facilities	No. of deaths in the community	Total number of deaths	Rate	
					District	National
1	Maternal mortality ratio	10	0	10	10	454
2	Neonatal deaths	74	0	74	26	26
3	Infant mortality rate	76	0	76	29	51
4	Under five mortality rate	92	1	93	10	81

In health care provision there are several ways and different antigens for preventing different diseases. Vaccination with different antigens that is responsible to prevent different diseases for a living human being/animal. In this area vaccination coverage on preventive was at different level where Oral Polio Vaccine (OPV3) was at 100%, Measles at 100%, Basilar Calmat Gruel (BCG) at 100%, Diphtheria and Petusis Tetanus and Hepatitis B (DPTHB) at 100% Vitamin A supplementation increased from 98% to 100% and TT was at 75%. Other preventive services were done through Health Education to the community through media, leaflets, fryers, posters and several sessions for behavior change. Supportive Supervision coverage maintained at 95.

Table 28: Health problems in Lindi Municipal Council

No	Priority area	Priority Health Problems
1	Medicines, Medical equipment, medical and diagnostic supplies management system	Inadequate supply of medicine, medical equipment's, medical and diagnostic supplies of about 30%
2	Maternal, Newborn and child Health	maternal death 10
		high number of neonatal death 74
		High number of infant death 76
3	Communicable disease control	High number of under-five death 93
		High prevalence of HIV and AIDS (1.9%)
		High case fatality rate of TB (6.6%)
4	Non Communicable Disease control	High incidence of Malaria among OPD cases (11.6%)
		High incidence of NCDs (Diabetes mellitus, Mental illness, Injury and Cardiovascular by (5.6%)
		High incidence of oral condition among school children of about (67%)
5	Treatment and Care of other common Diseases of local Priority within the Council	High incidence of skin Disease among OPD Cases (6.3%)
		High incidence of ear conditions among OPD (3.3%)
		High incidence of NTDs (onchocerciasis, schistosomiasis, Helminthiasis (among OPD attendance of about 5%
		High incidence of NTDs (onchocerciasis, schistosomiasis, Helminthiasis (among OPD attendance of about 5%
6	Environmental Health and Sanitation	Inadequate Number of HF's with capacity to manage environmental Health and sanitation by (30%)
7	Strengthening social welfare and social protection service	Low access of Health, Social welfare and protection services for the vulnerable group by 10%
8	Strengthen human recourses for health management capacity for improved health	Shortage of skill mix staff of HRH and social welfare at all levels of about 31%
9	Strengthen organizational	Weak organizational structure and

No	Priority area	Priority Health Problems
	structures and institutional management at all levels	institution by 65%al management capacity for health and social welfare services
10	Emergency preparedness and response	Low capacity of HFs to manage emergency by 25%
11	Health Promotion	Inadequate awareness of the community on preventive and curative initiatives 40%
12	Traditional Medicine and Alternative Healing	High number of patients with complication who delay from traditional medicine and alternative healing by 70%
13	Construction, rehabilitation and planed preventive maintenance of physical infrastructure	Shortage of Health Facilities by level 30%

The Municipal council is facing various problems of concern that affect the health sector including: inadequate human resource for Health; inadequate transport facilities; inadequate space for medicine and medical supplies; inadequate awareness of the community on preventive and curative initiatives by 40%; high prevalence of HIV/AIDS within the council 1.9%; high incidence of NCD's; inadequate Health staff houses; low capacity of HFs to manage emergency; high neonate mortality rate 21/1000; maternal mortality rate 451/100,000; infant mortality rate 3/1000; high prevalence rate of TB by 28%; high case fatality rate due to Malaria by 0.74%; inadequate Number of HFs with capacity to manage environmental Health and sanitation; high number of patients reported with complication from tradition healers and alternative medicine by 4%; high prevalence of nutritional disorders by 15%; inadequate Management Capacity on Emergency Preparedness and Disaster response to Health Facilities reduced from 40% to 20%; low access of health, social welfare and protection services for the vulnerable groups by 10%; inadequate skill mix staff of HRH and social welfare at all levels of about 34.1%; shortage of health

facilities physical infrastructure by 30%; and shortage of medical equipment and diagnostic supplies by 30%.

2.2.9 Livestock and Fisheries Development Department

The core functions of Livestock and Fisheries Development department are to: supervise the implementation of laws, regulations and policies concerning Livestock and Fisheries; deliver and supervise the extension service and training to farmers; supervise investigation and control of livestock diseases; motivate the participation of private sector in livestock and fisheries service delivering; motivate the establishment and strengthening of livestock and fisheries cooperative societies; increase and strengthen centers for Artificial Inseminations services; motivate the establishment of fish ponds and improve its extension services; supervise the implementation of dairy cow project as a means of increasing the production and productivity of milk; coordinate vaccination of animals in the Council.

The department has 15 extension staff, out of 22 extension staff needed in the council. However Livestock production constitutes a very important component of the agricultural economy of Lindi Municipal, a contribution that goes beyond direct food production to include multipurpose uses, such as skins, fiber, fertilizer and fuel, as well as capital accumulation. Furthermore, livestock are closely linked to the social and cultural lives of several farmers for whom animal ownership ensures varying degrees of sustainable farming and economic stability. In Lindi Municipal council Livestock keeping is by zero grazing except to some Peri-urban wards where farmers own large area of land for grazing.

In Lindi Municipal council the prevailing diseases include East Coast fever, Gumboro, Newcastle disease, Anaplasmosis, trypanosomiasis, Helminthes for both species, salmonellosis, foot and mouth disease, enteritis, Mastitis, Coccidiosis, Avitaminosis, and others. On other hand, Lindi municipality has a coastline of 112 km extended from Mkwaya street of Mingoyo ward south of the Municipality to Likong'o

street of Mbanja ward north of the Municipality. The coastline contains potential areas essential for fisheries and aquaculture activities. Most of the indigenous people depends much on fisheries activities although small scale fishery accounts for the majority of fishermen of the Municipality, mainly operating in shallow waters within the continental shelf, using traditional fishing vessels including small boats, dhows, canoes, outrigger canoes and dugout canoes. The Municipality has more than 304 fishing vessels and more than 871 fishermen.

2.2.9.1 Livestock Sub Sector

Livestock production originates from a large resource base composed of the different livestock species, breeds and types whose ownership and distribution differ from village to village. Livestock keeping is among the major economic activities in rural areas of Lindi District. Generally, the livestock sector is of critical importance to the council's economy and well-being of the people. Types of livestock kept in the Council include: cattle, goats, sheep, pigs, poultry, dogs, cats, guinea pigs and rabbits. Some are kept for security purposes like dogs and cats, while the rest are kept for economic and food security purposes. These animals produce milk, eggs and meat which substantially sustain the citizen economically. There is a large market of milk to various customers, from street vendors to the small milk factories owned by various stakeholders, though, the price of milk is still low as compared to the cost of milk production. The demand for eggs and chickens is also high, even if it varies from one area to another according to intensity of celebrations and meetings conducted by the community especially in towns.

The livestock sector provides livelihood support to a total of 5,866 households in the Council. Currently, dairy cow produce an average of 8 liters per day. This amount is not satisfactory for real increasing the household income and food security so as to achieve poverty alleviation in the Council.

The history of dairy cattle in Lindi Municipal goes back in 1980 when the Ngongo national ranch started to operate by providing heifers to farmers and produces feeds and training to farmers around the council. The project comes on end in 2000s after establishment of Nangaramo farm in Nanyumbu district council were most of the livestock and machineries are disassembled to Nangaramo.

In 2000s the council through (District Agricultural Development Program) started to operate by supplying dairy cattle to farmers through heifer in trust project (Kopa ng'ombe lipa ng'ombe). The Contribution of heifer in trust project in Lindi Municipal Council is of paramount importance in increasing the number of dairy cattle and production of milk. Out of 117 Mitaa in the Council 24 mitaas equivalent to 21% have got dairy cattle through heifer in trust project in different years. These Mitaa have 11 livestock keeper groups with about 108 beneficiaries. Under the same project there about 189 goats in Kitumbikwela ward and about 11 goats in Jamhuri ward disseminated to new keepers.

Dairy cow and goat are mostly kept in zero grazing where owners cut pastures and feed these animals while in sheds. In peri-urban areas farmers own individual grazing areas for grazing. Hence, livestock keeping intensively is highly encouraged. Moreover, indigenous chicken is the most widely growing livestock production in Lindi Municipal council recently due to presence of RABICA poultry farm in Ngongo and Silverland which brood and distribute chicken to the society. The Council has about 2020 cattle, 6005 goats, 611 sheep, 74 pigs and about 208,409 indigenous and improved chicken as summarized in Table 29.

Table 29: Number and type of livestock in the Council

SN	Ward	Species of livestock				Chicken	
		Cattle	Goats	Sheep	Pigs	Indigenous	Broiler & layers
1	Chikonji	26	254	0	0	12,000	0
2	Jamhuri	220	527	20	20	19,300	37,000
3	Kitumbikwela	103	741	32	0	2,461	0
4	Makonde	0	0	0	0	154	150
5	Matopeni	14	152	12	0	284	500
6	Mbanja	140	440	0	0	497	0
7	Mikumbi	13	70	1	0	67	0
8	Mingoyo	190	126	24	0	15,900	350
9	Mitandi	8	70	0	0	120	200
10	Mnazi mmoja	85	130	0	0	14,750	1,300
11	Msinjahili	100	253	20	0	5,200	150
12	Mtanda	271	523	228	0	15,327	4,800
13	Mwenge	6	342	12	0	5,542	25,000
14	Nachingwea	9	34	4	0	1,642	0
15	Ndoro	0	14	0	0	192	350
16	Ng'apa	481	825	153	0	26,431	209
17	Rahaleo	32	120	0	0	150	2,300
18	Rasbura	284	871	44	54	1,300	5,000
19	Tandangongoro	4	203	51	0	6,483	0
20	Wailes	34	310	10	0	2,500	800
Gland total		2,020	6,005	611	74	130,300	78,109

Livestock production has big contribution in economy of people through selling live animals and its products like milk, eggs and meat. Furthermore, the presence of small scale milk processing centers has increased farmers to engage in keeping dairy cow. The detailed contribution of each type is shown in Table 30.

Table 30: Contribution of livestock production to the economy of LMC in 2017/2018

SN	Product	Measure	Amount (Kg)	Unit Price per Kg (Tsh)	Total (Tsh)
1	Beef [Cattle meat]	Kg	123,096	8,000/=	984,768,000/=
2	Milk	Litre	971,656	1,200/=	1,165,987,200/=
3	Eggs	Each	444	11,000/=	4,884,000/=
4	Mutton [Goat and sheep meat]	Kg	82,064	8,000/=	656,512,000/=
5	Hides (Cattle)	Pcs	1,840	50,000/=	92,000,000/=
6	Skin (goat and sheep)	Pcs	2,415	20,000/=	48,300,000/=
Total					2,952,451,200/=

The council has various livestock infrastructures distributed in different wards Table 31. The Council has a big shortage of cattle dip. There is 1 cattle dip constructed as compared to 10 cattle dips required in the council, also, the Council is in underway in construction of Modern abattoir for animal slaughter at Ngongo area.

Table 31: Type and Functional Status of livestock infrastructures

No	Type	Needed	Present	Functional status
1	Livestock Centres	1	0	Not functional
2	Cattle dip	10	1	functional
3	Abattoirs	1	1	functional
4	Slaughter slabs	0	1	functional
5	Hide and Skin shade	1	0	Not functional
6	Primary livestock market	1	1	Not functional

No	Type	Needed	Present	Functional status
7	Cattle trough	0	0	Not functional
8	Livestock inspection centres	1	0	Not functional

2.2.9.2 Fishery Sub Sector

The fisheries sub sector is among the important economic sub sectors of the economy of Lindi Municipal Council, its contribution in the Council own source is about 5%. The sector provides substantial employment, income, livelihood, and revenue to the district. Fish farming in Lindi Municipal Council is in an infant stage. It is taking place in ponds, which are manmade. Due to its economic importance, a number of people are engaging in this economic sector. Species of fish used in these ponds include Tilapia Niloticus and Claria Spp. However, Tilapia Niloticus is the best performing type of fish in ponds in Lindi Municipality. By June 2018, the Council had 106 fish ponds distributed in six wards. Fishing grounds at Lindi Municipality includes Mkwaya and Mingoyo (Mingoyo ward), Tulieni (Jamhuri ward), Hyato, Mwingi and Jange (Kitumbikwela ward), Msinjahili, Mikumbi, Rahaleo wards, Mitwero (Rasbura ward), Kela and Mbanja Kata (Mbanja ward). In general an estimated annual catch of all species in Lindi Municipal is about 193,227.5 kg

Mostly caught species of the fish in Lindi Municipality are; Cobia, parrotfish, white spotted spine foot, peacock, slender silver-biddy, threadfin bream, cock grunter, thumbprint emperor, tille trevally, goatfish, bluetail mullet, barracuda, tuna species Indian mackerel, king fish, swordfish, sardinella, whitefin fish, milkfish, halfbeak fish, shark fish, cowtail, lobsters and prawns, squids and octopus.

Lindi Municipality implements principles, fisheries acts and regulations in conserving marine resources so as it should be used sustainably, such guidelines are fisheries principles of 1998, Fisheries act no. 22 of 2003 and its rules of 2009. Also various guidelines and fishing strategy aimed at ensuring the consistency of

fisheries activities to ensure the sustainability of fisheries resources and long term use of resources for the surrounding community. In order to achieve this Lindi Municipality has been encouraging fishermen to follow the procedures before and during their activities such as licensing, vessel registering, having fish movement permit before exporting fish and fishery products and the use of fishing tools which are acceptable.

Aquaculture activities at Lindi Municipality are conducted at extensive aquaculture with both mariculture and freshwater aquaculture. Most of the ponds are earthen ponds located along the coastline and are mud ponds, and some of the ponds are concrete ponds constructed mainly for freshwater aquaculture. Most cultured species are milk fish (*Chanos chanos*) for maricultured, Tilapia species and Catfish for freshwater aquaculture. The general aquaculture status in Lindi Municipal is conducted extensively, whereby farmers depend on natural environment to feed their cultured species (no supplementation of feeds), use poor technology in their farms (no aeration) and no temperature control. Aquaculture in Lindi Municipal face challenging like inadequate availability of seeds, inadequate availability of feeds, inadequate availability of water for freshwater aquaculture, and theft and predators are also problems for aqua culturists. With more challenging aquaculture, farmers have managed to culture both marine and fresh water species. Table 32 presents numbers of groups and private breeders of aquatic organisms.

Table 32 : Number of groups and private breeders of aquatic organisms

S/n	Name	Area which is found	Area m ² of the pond	No of spp per m ²	Species of the fish
1	Magereza	Machole	2280	6	Milk fish
2	Largo farming	Machole	6912	6	Milk fish
3	ASM Trading	Mtange	28070	6	Milk fish
4	Tujitume mtange	Mtange	10118	6	Milk fish

S/n	Name	Area which is found	Area m ² of the pond	No of spp per m ²	Species of the fish
5	Alex Ugo	Mtange	9054	6	Milk fish
6	Mshikamano group	Mtange	1836	6	Milk fish
7	Mbweni Group	Mtange	1475	6	Milk fish
8	Abilahi Mnonjela	Mtange	2000	6	Milk fish
9	Bosi Kubwa	Mtange	2430	6	Milk fish
10	Bosi Kubwa	Mtange	6075	6	Milk fish
11	Faki Shahame	Mtange	4125	6	Milk fish
12	Buruhani mwinyimkuu	Mtange	5250	6	Milk fish
13	Tujikwamue Group	Nundi	400	6	Milk fish
14	Ahmadi mabruki Sinani	Mingoyo	7080	6	Milk fish
15	Dotto Sangoma	Mingoyo	638	3	Tilapia
16	Rola Group	Mingoyo	2880	6	Milk fish
17	Alfani Mpemba	Mingoyo	3200	6	Milk fish
18	Issa Maulid	Mnazi Mmoja	300	3	Tilapia
19	Matias Komanya	Mnazi Mmoja	798	3	Tilapia
20	Jikomboe Group	Ruaha	250	3	Tilapia
21	Omari Yusufu Nalihinga	Ruaha	200	3	Tilapia
22	Saidi issa Mtalale	Ruaha	150	3	Tilapia
23	Mohamed Abdalah Mohamed	Ruaha	300	3	Tilapia
24	Alli Ndege	Mbanja	625	6	Milk fish

Although currently the salts extractors have stalked more than 8800 fingerlings of Milk fish in 13 salt barns aiming at increasing productivity from marine culture. General problems facing livestock and fishing industries in Lindi Municipal include: lack of milk collection centers; poor animal breeding practices; inadequate

livestock extension services; presence of livestock diseases; lack of milk drinking culture of the human; low milk production in the Municipality; low milk productivity per cow per day; poor working environment to extension workers; inadequate price of milk compared to production cost per litre; inadequate availability of essential livestock production inputs; shortage of extension workers; shortage of improved Livestock breeding stocks (bulls); illegal fishing; inadequate fisheries extension services; poor fishing vessels and fishing gears; poor fish market; fisheries stakeholders are poor access to loans; unavailability of feeds and seeds for aquaculture organisms; and disappearing of branding marks in cattle.

2.2.10 Works Department

Works Department is dealing with construction, rehabilitation and maintenance of roads and bridges within the council jurisdiction. Also the department is responsible for supervising (sometimes designing) construction of all public buildings, Private buildings, supervising maintenance of council's Motor vehicles and Plants. Works department bears a big role in improving the economy of the society and council at large as it is known that the good roads infrastructure plays a large role in improving economy by simplifying transportation within the municipality Area. In Lindi Municipal Council works department has the key functions to: Ensure design of road and building works within the Municipality, provide sufficient engineering and architectural drawing for designed and other projects, ensure the quality and quantity of works for the projects, provide building permit, supervise construction of buildings adhere to engineering specifications and drawings, ensure safety for traffic movement and road user, ensure reliable and efficient road network infrastructure which have sufficient capacity, prepare plans and ensure maintenance of road and building infrastructures. In promoting development of public infrastructural utilizes, works department is divided into road and building sections. The road section deals with design of roads, culverts, bridges and drifts, estimating quantity of road, culverts and bridges works; providing drawing for the execution of the works, quality control during the

execution of the works, supervising, monitoring and evaluation of the roads, culverts and bridges. Also road section is responsible in conducting maintenance and makes sure that road network is passable all seasons.

While building section deals with design all Municipal buildings including schools, health centers, dispensaries, markets and other services infrastructures. It is also responsible in estimating the quantity of works, providing drawings, insuring quality of works during construction and maintenance, monitoring and evaluation of building projects. The building section also provides building permits for those who want to build within the Municipality. With respect to staffing the department has a total of 12 staffs with deficient of 13 staffs in the position of Technician II.

Roads in Tanzania are categorized into trunk, Regional district, feeder and urban roads. Truck roads are the primary national and international routes to regions, border posts and ports. Regional Roads are the secondary routes which connect district centres in a region or from another important centre to a trunk road. The Tanzania National Roads Agency (TANROADS) is one of the agencies under the Ministry of Works and has the responsibility for the management of truck and regional road network of the Tanzania Mainland. District Roads are tertiary routes providing a linkage between Council headquarters to ward cebtres; important centres within the Lindi Municipal Council ; and important centres to a higher class of road. Feeder roads are the village access roads linking important centres within a ward to the rest of the network and urban roads are roads within theurban centres. District, urban and feeder roads are the responsibility of Local Government Authorities (LGAs) under the coordination of the President's Office Regional Administration and Local Government (PO-RALG).LGAs are therefore responsible for managing, development and maintenance of district, feeder and ubarn roads under the coordination of PO-RALG.

Road transportation is the major type of transportation for people and goods within and outside Lindi Municipal Council. The council road network is composed of truck, district, feeder and urban roads. The Municipality is interconnected through a good road network of 400 whereby 319 km are Municipal roads and 61 km are Truck roads and 19 km are Regional roads. Within 319 km Municipal roads 17.1 km are tarmac roads, 152 km are gravel roads and 150 km are earth roads thus giving easy access within and to areas outside. About 50% of Municipal roads are accessible throughout the year, 13.8% of the Municipal roads are of variable quality and have limited accessibility during the rainy season. The highway to the neighboring District of Lindi DC is tarmac. The truck road connecting Lindi DC is well maintained to make it accessible throughout the year. Moreover the Municipality is well linked with other parts of the Country through road network.

- Lindi MC – Lindi DC – Kilwa road linking the Municipality with Kilwa – Dar Highway.
- Lindi MC – Mtwara road , linking the Municipality with Lindi DC and Mtwara Region
- Lindi MC – Masasi road , linking the Municipality with Masasi and Ruvuma.

The grade of road surface to a large extent determines durability of the road. Therefore Lindi Municipal Council examines the type of road surfaces with their respective length to have a picture of their durability. In order to provide a quality service to community, it is important to have a road network passable throughout a year (Table 33). About 50% of Lindi Municipal Council are accessible throughout the year.

Table 33: The situation of Road passability within the Municipality

Surface Type	Road Condition			TOTAL
	Good	Fair	Poor	
Paved (km)	12.15	3.49	1.47	17.11

Gravel (km)	13.47	56.19	82.37	152.03
Earth (km)	22.52	42.963	84.757	150.24
TOTAL	48.14	102.643	168.597	319.38

Building section deals with design all Municipal buildings including schools, health centers, dispensaries, markets and other services infrastructures. It is also responsible in estimating the quantity of works, providing drawings, insuring quality of works during construction and maintenance, monitoring and evaluation of building projects. The building section also provides building permits for those who want to build within the Municipality. In building Infrastructures of the Municipal Council, implementation of development projects was carried out in different sectors. Through such project Lindi Municipal Council Constructed a total of 1532 buildings to accommodate different sectors. About 1500 permits were provided to people who requested to develop their plots.

Table 34: The situation of Building within the Municipality

Buildings Names	Constructed	Repaired	Designed	Total
Schools	4	10	4	18
Staff Houses	10	2	0	12
Health Centre	3	1	0	4
Markets	2	1	2	5
Abattoir	1	1	0	2
Toilets	10	5	5	20
Dispensaries	2	4	2	8
Private Houses	1500	300	130	1930
Total	1532	324	143	1999

Despite the identified success, the major problems affecting community in works department include: poor road condition; poor storm water drainage in most of roads; inadequate buildings for social services e.g classes, Dispensaries, Bus Stands and Markets e.tc; inadequate number of Bridges and Culverts; new roads in new planned areas; insufficient bus Stand and parking facilities for taxis and trucks; insufficient Fund for implementations of the projects; lack

of transport equipment; lack of ICT equipment like computers, internet systems, scanners, photocopy machines and printers; poor working environments and insufficient number of staffs to control irregularities during construction of public and private buildings and environmental degradation.

2.2.11 Community Development and Gender Department

The core functions of Community Development specialists are to: supervise and coordinate development policies of different sectors within the council; coordinate and supervise trainings among the village leaders and community groups which deals with development activities; collect and interprets different important information and distribute them for the community use; educate and sensitize community to fight against HIV/AIDS; conduct Civic Education to the community; facilitate the community from the family level to plan, implement and evaluate different development projects at the community level; sensitize the community to eradicate outdated customs and values; sensitize the community on gender dimensions; enhance the community to use appropriate and affordable technology; educate the community on how to deal with calamities; sensitize the community to join adult education; educate the community on the child issues; collect and analyze statistics which consider gender issues for the planning purposes; coordinate Civil Society Organization at the district level; coordinate TASAF III activities at the Municipality.

The department has ten (10) staff whereby among of them four (4) are women and six (6) are men. The required number of staff as per establishment is 20 Community Development Assistants (CDAs) and 8 Community Development Officers (CDOs). Among the available staff, 7 are CDOs and 1 is a Social Welfare Officer. The shortage is 19 CDAs, 1 CDO and 4 Social Welfare Staff.

The department is formed by three sub sections which include Community Development, Social Welfare and Youth. The department has three major sections which are: community

Development section, Social welfare Section and Youth Section. The department is one among 13 departments serving community in Lindi Municipal Council. The department acts as the bridge between community, stakeholders and development activities. The overall objective of the department is to impart community with knowledge and skills, gender equality and inequality among different age and physical groups.

Another function of the department is to promote change of the community's mindset from traditional outlook to modern outlook that will enable full and active participation in decision-making, planning, implementation, monitoring and evaluation of development activities. The Community Development department through its sections facilitates and coordinates identification and recognition of Community Based Organizations (CBOs), Incorporation of Trustees, Faith Based Organizations (FBOs) and Non-Government Organizations (NGOs). Currently the LMC has 804 recognized (CBOs), 10 NGOs, and 2 (FBOs). The department is also dealing with identification and assisting old people to access social services. Up to June, 2018 a total of 6,124 elderly people (senior citizens) have been identified in 20 wards whereby 2610 are males and 3514 are females. These elders are assisted to get identity cards which enable them to get free medical services.

Apart from that, the department is coordinating the HIV/AIDS activities in 20 Wards and 117 Mitaa. It is conducting seminars and workshops to the People Living with HIV/AIDS (PLHIV) to train them on how to control and reduce the spread of HIV/AIDS including engaging themselves in establishing and running small scale sub projects. The department has also coordinated the formation of Ward Multi Sectoral HIV/AIDS (WMAC) in 20 Wards of LMC. It has also assisted the formation of one umbrella (KONGA) for the PLHIV/AIDS. This KONGA unites 22 small groups which in total have 100 members where women are 55 and 45 men. Moreover, the department has succeeded in forming youth and women economic groups and provides them with soft loans to Women and Youth in

the form of revolving funds whereby the council contributes 10% of its own source revenue collection. The LMC in period of 6 year since 2013 has provided Tsh 333,160,000.00 as loans to women and youth groups and the repayment is 45%. Funds received from Central Government since 2012/2013 to date is Tsh 61,000,000.00 whereby the repayment has been done for 84%. The amount not yet repaid is Tsh 10,000,000.00. Table 35 shows the trend of loan disbursement and its repayment.

Table 35: Trend of loans to women and youth groups in Lindi Municipality

S/ N	Year	Amount of Loan		Number of Groups		Total		Loan Repayment	%
		Women	Youth	Women	Youth	Loans	Beneficiaries		
1	2012/13	1,980,000.00	1,100,000.00	9	5	3,080,000.00	14	1,636,000.00	53
2	2013/14	2,800,000.00	3,300,000.00	14	12	6,100,000.00	26	2,513,000.00	41
3	2014/15	-	-	-	-	-	-	-	-
4	2015/16	41,250,000.00	117,470,000.00	35	34	158,720,000.00	69	93,775,000.00	59
5	2016/17	57,500,000.00	33,700,000.00	33	49	91,200,000.00	82	51,194,000.00	59
6	2017/18	61,000,000.00	13,060,000.00	6	5	74,060,000.00	11	-	-
Total		164,530,000.00	168,630,000.00	97	105	333,160,000.00	202	149,118,000.00	45

The Community Development, Social Welfare and Youth Department is also dealing with sensitization, formation and coordination of Savings and Credit Cooperative Societies (SACCOS) and Village Community banks (VICOBA). Currently there are 6 SACCOS with a capital of Tsh 750,000,000.00. Their composition is 1096 men and 768

women while VICOBA are 169 with 2453 women and 1305 men. The savings done by VICOBA up to June 2018 amount to Tsh 51,036,200.00 and the lent amount of Tsh 22,589,100.00

In identifying and supporting Orphans and Most Vulnerable Children (MVC) a total of 2354 MVCs, of which 1,059 male and 1,295 female have been identified in 10 wards of LMC by 2013. The department do not support MVCs due to financial constraints whereby the gap is filled by Non-Governmental Organizations (NGOs) such as Huruma Women Foundation, Lindi Support Agency for Welfare (LISAWE) and Education Department of Lindi Municipal Council (both Primary and Secondary School Departments) has been supporting MVC's with school fees, school food contributions, bus fare for students studying out of Lindi and other school contributions.

Statistics shows that, a total of 450 students got support accounting to 50,000,000.00 in 2013 to 2016. The identification of these MVCs was done by LISAWE under support of PACT – Tanzania in 2013. The identification of MVCs was followed by formation of Committees for Most Vulnerable Groups in 10 Mitaa to assist children in their residential areas. In fact, all these committees were not capacitated something which made some of them not to perform their duties properly.

The department is also dealing with people with disabilities and currently has managed to identify a total of 696 beneficiaries whereby males are 388 and females are 308. Supporting needy groups is one of the duties of the council as mentioned in Chama cha Mapinduzi (CCM) manifesto of 2015. Even if the council knows all these but it has not managed to support them with capital to start some small scale income generating activities due to financial constraints. Lindi Municipal Council has no Children Homes for homeless children to be temporarily taken care. Therefore in addressing this challenge, the community is mobilized to take responsibility of taking care of them. The department through the Social Welfare section is working with security arms to make sure

that the homeless children are no harmed or endangered in areas where they are sleeping. Another task of the Community Development of LMC is to fight against women and children violence. This department through the ruling part manifesto is mandated to make follow ups of incidents of violence against women and children. The department via its Social Welfare section had solved some conflicts reported by parents, guardians, children and the community. A total of 6 rape incidents and 12 sodomy cases were reported from 2012 to 2017/2018. The Social Welfare section has attended all these incidents whereby one victim of rape case has been jailed and 5 victims were freed due to lack of witnesses. Apart from that, 12 cases are still in the court. All these achievements are the results awareness created to the community.

Problems/challenges facing the department include: shortage of Community Development and Social Welfare officers at ward and Mitaa levels; inadequate funds to assist the implementation of the department activities; inadequate funds for loans to youth and women economic groups; early childhood pregnancies due to lack of education on reproductive health; low morally of people to join SACCOS and VICOBA; presence of child labour along the beach and bus stand; increase of the number of street beggars; inadequate working tools such as computers, photocopier machine, printer, stationery, vehicles and motorbikes which will assist the few available staff in spreading community development and social welfare knowledge and skills; absence of permanent office building; lack of refresher course to the staff; absence of staff houses; absence of staff motivation; low knowledge of the society on gender related matters; high rate of people living in poverty; absence of schools and courts for naughty children; low knowledge on how to operate day care centres for the owners; absence of recreational areas within Lindi urban; absence of Community Centres in Lindi Municipality; low awareness on child and women rights; presence of violence against women and children; norms and values (initiation ceremonies) which contribute to the prevalence of HIV/AIDS; reluctant behavior of the community to show up to test for STIs

diseases; lack of entrepreneurship skills among the community especially youth and young generation; lack of Mitaa and Ward Children Committees in some wards and Mitaa; low priority in council fund allocation and budgetary ceilings; and increase in the number of incidents of Gender based violence (GBV) and Violence Against Children (VAC).

2.2.12 Election Unit

Lindi Municipal Council has 1 Constituency, 20 Wards and 117 'Mitaa' in which General and Local government elections are conducted once in five years. Elections Unit is one of the integrated six respective Units of Lindi Municipal Council Organization Structure dealing with election matters. It deals with activities in relation to General and Local Government Elections and in some cases By-elections when happens due to unpredictable incidences in the entire Constituency of the Lindi Municipality and its Wards including 'Mitaa' at where election can be conducted. The functions of the Elections Unit are narrated as to maintain, enhance and protect human rights and furthering the rule of law in all levels of administration; to organize, coordinate and supervise the preparations of Polling Stations and ensure that they have all necessary supplies for election; to coordinate the appointment and Training for Presiding Officers, Registration Clerks and Assistant Presiding Officers. Construction of Polling Stations (25 % of 117) Polling Stations for Local Government Election and (17% Of 151) Polling Stations; to prepare and conduct Voters registration for General and Local Government elections.

Other functions are Preparation of Ballot papers for Chairpersons, Normal members and Special Seat members in the local government election; Public Audience and Sensitization of the Community in lieu to the Voter's Education; to conduct and coordinate General and Local Government Elections for the Constituency of 'Lindi Mjini'. Compiling Reports from the Assistant Returning Officers for the Wards and submit to the concerning Authority. Submission of election results to PO-RALG for Local

Government Election and NEC for General Election. And finally to coordinate and supervise the conduct of Parliamentary and Councilors By-Elections.

In the former Local Government election held in 14th December, 2014 and 20th day of December, 2014 respectively were elected 117 "Mtaa" Chairpersons and 702 "Mtaa" Committee members which was fair and free election. In this election, 117 registration and polling Stations were used whereas 87 Polling Stations was in the permanent Government buildings and 30 constructed temporarily which is equivalent to 25% of the total polling stations. The registered voters for Local Government Election were 27,686 whereas 12,809 were Male and 14,877 Female. The return was 23,272 (84.1% of Registered Voters); 11,387 being Male and 11,885 Female which is equivalent to 48.9% and 51.1% respectively. The total number of Registered Voters helped the Election Unit to assist in preparing sufficient Ballot papers which was 110,744 (27,686 X 4).

In the General Election (held on 25th Day of October, 2015), 48,832 Voters were registered, and the return was 38,903 which is equivalent to 76.7% of the total registered voters. 20 Councilors were elected as Ward representatives from each Ward and 7 nominated Councilors (Special Seats); and 2 members of Parliament were elected 1 being of the Constituency representative and 1 nominated as Special Seat. The aggregate of these Council Members makes an important tool for dispensing and promoting good governance and democracy from the grassroots to the higher level of administration by conducting legal meetings.

In the early March, 2017 the Elections Unit prepared and conducted the By-election for 7 "Mtaa" Chairpersons in order to fill the vacant posts which occurred due to unavoidable circumstances such as death, resignation and loss of political party membership (seize to be a member of a particular political party).

In the Day of 26th of November, 2017 the Elections Unit also coordinated and conducted By-election for the Ward representative (Councilor) at Chikonji Ward. The vacant occurred due to death of the Councilor in June, 2017.

Generally, all positions of elected officials in the Council level are completely filled without any vacant for the time being, and in the lower level there are 112 "Mtaa" chairpersons whereas 5 seats are vacant due to the incidence of death (2) and resignation (3) which are not yet filled due to financial constraints.

The Election Unit is experiencing inadequate funds received from central government, PO-TAMISEMI in particular during the Local Government Election process; in 2014 funds allocation were 29,765,885.00 instead of 30,036,044.40 whereas the Council was required to subsidize the remaining amount through its own source revenue collections which is small due to market size and demand size of the domestic population. The preparation of Ballot papers costs much funds, in this case only was 18,494,076.60 that made the process to be a little bit difficulty in dealing with other activities such as training of election staff, procurement of teaching materials, construction of temporarily polling stations at where there was no permanent public building to be used as polling stations and the like.

Poor Community involvement in the election process due to lack of education in relation to election issues. The Community also is not ready to involve in election process since they think it is a complicated and disturbing process so they prefer to stay at home rather than to participate in election. Presence of corruption practices during the election process. Since many citizens lack education on the importance of the chance to vote, the meaning and value of their voter's identity cards and the hard life situation many people are corrupted for money so they sell their voting rights by giving their voters identity cards to politicians from different political parties. Lack of willingness of registration Clerks during the election process. This particularly occurs during local government election whereby it is

difficult to hire election clerks since most of them are not willing to participate in the process due to hardship in performing the entire process and also lack of motivation.

Existence of vacant posts of Chairpersons in various 'Mtaa' which are not yet filled. In the lower level there are 112 "Mtaa" chairpersons whereas 5 seats are vacant due to the incidence of death (3) and resignation (2) which are not yet filled due to financial constraints. According to the Local government election Act Cap 292 and its Regulations of 2014, the vacant posts are required to be filled in 60 days after its occurrence. The unit is facing different problems: lack of funds and resources to facilitates voter's education and office operations, shortage of staffs at the council level where by currently there is 1 staff instead of 3 staff, misconception of some of the community members and politician on election department in the council level, corruption is another challenge especially during election process. Low turn up of voters during elections.

2.2.13 Information Communication Technology and Public Relation Unit

The Information Technology Communication and Public Relation unit is important for Council and Community development as it provides access to relevant information and knowledge which improves efficiency and productivity; enhances social services delivery; increases transparency and accountability to the community. The main functions of Information Technology Communication and Public Relation unit are to: supervise ICT guidelines and policies, Administration and preparing of Information Technology software and hardware, Troubleshooting, repair and providing preventive maintenance of ICT equipment; advise on Procurement of ICT materials and services, Website and Multimedia Administration, Network Administration; coordinate all publicity activities; serve as a link between the Council and its stake holders; build and maintain organization's good image; and prepare feature stories and awareness campaigns. Currently there are 3 staffs (1 Information Officer and 2 ICT- Professionals). ICT and Public Relation unit

require 5 staffs, hence having a shortage of 2 staffs. The unit enjoys a good relationship with different stakeholders including media (Mashujaa FM, Lindi FM, Clouds Media Group, Azam TV, Channel Ten, ITV) and Telecommunication companies (TTCL, Halotel, Tigo, Vodacom and Airtel). The Council has a Local Area Network which is connected to the National Fiber Optic backbone Network via TTCL which serve as a major service provider of Internet services. The activities of the Lindi Municipal Council in the area of ICT are guided by the National ICT policies, ruling part manifesto, National ICT Strategic plan and programmes.

Table 36: Implication of National ICT laws and policies

SN	Legal/Policy/Programme	Implication for the Lindi Municipal Council
1	Guideline on safe use of ICT equipment under Workers Act No 5 (2009)	This guideline technical guidance to Public Institutions and civil servants to follow the directives on usage of ICT and related equipment.
2	Workers Act No 6 (2009)	This guideline provides procedures and responsibilities to comply on preserving and destroying of data in electronic equipment.
3	Guideline on communication through video conference of year 2014	This guideline provides procedures and responsibilities to comply with by Public Institutions and public servants in the use of the communications through video conferencing.

All 19 departments and units use computers in the daily basis. The unit is responsible for administration of the available information systems.

Table 37: Available information systems in Lindi Municipal Council

Application	Description	Mode of Access	Support
EPICOR	Financial Management System	LAN	Lindi Municipal council and PO - RALG
LGRCIS	Local Government Revenue Collection Information System. used to manage collection of revenue	LAN	Lindi Municipal council and PO - RALG
TISS	Tanzania interbank settlement system. facilitates real time and gross settlement of payment instructions between banks	LAN	Lindi Municipal council and PO - RALG
LAWSON	Human Resources Management System	LAN	Lindi Municipal council and PO - RALG
GWF	System for managing Municipal Website	INTERNET	Lindi Municipal council and PO - RALG
BEMIS	Statistical System for Primary and Secondary Schools	LAN	Lindi Municipal council and PO - RALG
PREM	System for registering primary education students information	INTERNET	Lindi Municipal council and PO - RALG
GSPP	System for employees salary preparation	LAN	Lindi Municipal council and PO - RALG
PLANREP	Planning and Reporting System for planning, budgeting and reporting	INTERNET	Lindi Municipal council and PO - RALG

Application	Description	Mode of Access	Support
FFARS	Facility Financial Accounting and Reporting System	INTERNET	Lindi Municipal council and PO - RALG
GoT-HOMIS	Hospital management system	LAN	Lindi Municipal council and PO - RALG

The council has its own website which is available through the address (www.lindimc.go.tz). With the availability of the website council's reports, announcement and news has been uploaded. The website has been visited by more than 1500 viewers so far. Lindi Municipal Council has purchased 38 POS machines for collecting revenues which work in connection with Local Government Revenue Collection Information System (LGRCIS). . All offices of the Headquarter building are connected through the LAN which makes accessibility to information systems easy and effective. Lindi Municipal Council is connected to the National Fiber Optics Backbone Network. The connected buildings include Headquarter, Education, Health, DDC and Works building. Other buildings are not yet connected. Through this network the Council is connected to various government institutes under the GOVNET program supervised by e-Government Agency (eGA). VOIP Phones are now used because of this program. The Council has 26 VOIP phones in total. So far all departments and units are using email with lindimc.go.tz domain. Despite the achievement there are short falls as follows: poor working tool due to limited budget; lack of Computer knowledge to some workers; municipal website is not effectively used by council staff; not all offices have LAN; limited capacity building on new and trending technologies; absence data center; lack of disaster recovery plan; and shortage of staff.

2.2.14 Internal Audit

Internal Audit Section of Lindi Municipal Council was established under section 45(1) of the Local Government Finances Act No.9 of

1982 (Revised, 2002), Section 13 - 14 of The Local Government Financial Memorandum of 2009, and the Local Government Internal Audit Manual of 2012 together with other directives (hand books for Internal auditor, International Professional Practice Frameworks) provided by the Internal Auditor General (Ministry of Finance). Internal Auditor is the Auditor of the Local Government Authority to which he/she is employed to perform such functions.

The functions of internal auditor unit among others includes:- Carrying out review of Financial and relative system of the council to ensure that the interest of the council are maximized, prepare the annual internal audit report for the council, carry out periodic audit payroll, to make a review of external audit query and recommendations, to prepare the CAG report, to provide consulting Services, to appraise the soundness and application of accounting, Financial and operational controls, to review and report on compliance with applicable laws and regulation in the council, to conduct quarterly audit and other advisory activities as instructed by the Municipal council or other higher authorizes. to carry out periodic payroll audit, to advise management of financial matters, financial resource requirements of all audit activities planned per year, to support external auditor to carry out annual audit and to ensure that financial report are prepared the required in accordance with Local Authority Financial memorandum

The internal audit office currently has one staff as the head of unit responsible in ensuring audit functions are carried out independently and professionally in line with the requirements of the Internal Audit Professional Standards (IPPF) .Due to inadequate number of staff during periodic audit it is difficult to visit all 18 wards,53 Mitaa and 19 villages timely and effectively. For smooth running of council activities the unit requires to have 9 staff out of 4 staff available making a deficit of 5 staff.

There is only one office room for internal auditor and that lead to difficult in preparing and providing good customer care in peace and

conducive environment. Currently the office is used by two staff, the head of Unit and his sub-ordinate instead of using two different offices. The unit Lack of transport facilities, this leads to delay in making site visiting at ward where development project and revenue collection is done. Despite the shortage of facilities, by having qualified and competent staff and the availability of working tools like financial memorandum, regulations, epicor system, Functioning internal auditor committee and Regional Audit Office help the staff to prepare the internal auditor report and provide technical advice to the heads of Department on operational gaps in their operating systems and how to use public resources entrusted to the Council according to financial Memorandum and in economic effective manner .

The Council for five years consecutively received unqualified opinion (Clean report certificate). Because the financial statements present fairly in all material respect, the financial position of Lindi Municipal Council as at 30th June 2017, its financial Performance and its cash flows for the year then ended in accordance with the Internal Public sector Accounting Standards (IPSASs).

The unit is facing some constraints which include long time audit query, during preparation of report there is delaying in management responsibility to some query and supporting document for obtained activities and this leads to long time and undefined management query. Delaying of audit queries caused by inadequate number of staffs and poor record keeping (documentation), poor use of Financial Management act and regulation that lead to unplanned and unbudgeted activities that contravene Council Local Government Financial Act No 9 of 1982, Local Government Financial Memorandum 2009, Public Procurement Act.No.7 of 2011 and its regulations of 2013, the local Government Authorities Tender Boards (Established and proceedings) regulations 2007.

Lack of change of mind set towards internal auditor role. The Internal Auditor under the direction of the Director shall carry out a review of

financial and related systems of the council to ensure that the interest of the council are protected(Review procedures the auditor from being involved in any line management functions such as the checking of payment voucher prior to payment, the internal auditor keep the register of relevant work, showing date of field work, the date of final report, date and nature of responses received and indication of proposed follow-up activity and such registers shall be made available to the controller and Auditor General Upon request. Due to those function most of staff think about that the internal Auditor role is to raise query.

Laxity in implementation of sound financial management, External Auditor and internal audit advice and recommendation. Although there is division of responsibilities for related operations between several officers there is laxity of assigning the assignment of specific responsibilities and a written procedure for proper financial control and this raise auditors quarry .Due to Laxity in implementation of Financial management and other management issues for year 2016/2017, the Council received 22 audit queries, out of which ten queries were resolved.

The Issues of major concern in this unit are:-In budget preparation, the prepared budget is not comprehensive to cover priority activities in the plan; this leads to implement projects which are out of budget. Another issue is none –compliance to financial Rules and Regulation, some of head of department, section and Pre-audit unit do not observe rules and regulation which guide financial management. Inadequate knowledge on financial matters, heads of department, units, sections, Ward executives, Mitaa and village do not have enough knowledge on financial management. Violation of rules and regulations governing financial expenditure. Management response toward Audit query. Laxity among Head of Department /section to respond audit queries, this leads to outstanding queries that take time to obtain management responses and Poor record keeping. Records in Financial Department are not properly kept the

state creates difficult in obtaining documents timely when required for audit purpose.

2.2.15 Procurement Management Unit

Procurement is a process of acquiring goods, works and services. The procurement of goods, works and services has high value activity within the council that has a critical impact on its performance and success. It helps the council to manage contracts for development activities that are accountable, transparent and have a value for money. Procurement management unit established not only to fulfil the required organizational structure as per directives from Central Government but also established to fulfil the requirement of Public Procurement Act of 2011 section 37. The Functions of the unit are:- To manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of the tender board, to support the functioning of the tender board, to implement the decisions of the tender board, the unit act as a secretariat to the tender board, to plan the procurement and disposal by tender activities of the procuring entity, to recommend procurement and disposal by tender procedures and to check and prepare statements of requirement, to prepare tendering document, to prepare advertisements of tender opportunities, to prepare contract document, to issue approved contract documents and maintain and achieve records of the procurement and disposal process, to maintain a list or register of all contracts awarded, to prepare monthly report for the tender board, to prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan, to co-ordinate the procurement and disposal activities of all the department of the procuring entity and prepare other reports as may be required from time to time.

Plan the procurement and disposal by tender activities of the procuring entity- Procurement plans were prepared for all five years and approved by the respective authorities. The biggest challenge here is the implementation of procurement plan due to delay of funds transfer from Central Government and sometimes funds are not

received as budgeted. Procurement Staff has a total of 3 workers, the number is has a deficit of 3 workers. In 2017, Several projects were advertised and awarded for the financial years including construction of pumped scheme for Cheleweni, Narunyu Tandangongoro and Muungano, construction of pumped scheme for Mtutu (Mtutu kati, Mtutu Getin, Lutende) and Consultancy Services for carrying out Feasibility Study, Detailed Engineering design and preparation of tender documents for construction of bus stand and market The Government has set aside funds for operation of the Lindi Municipal Council during FY 2017/18. It is intended that part of the proceeds of the fund will be used to cover eligible payment and the project steel proceeding for construction. Another project is construction of central market and modern bus terminal whereby both projects are at the stage of Detailed Engineering design preparation. Procurement Management unit is facing the following challenges: inadequate funds to implement procurement and disposal by tender activities; poor sitting allowance to the secretariat of Tender board; lack of stationary unity (Binding machine, Paper cutting, spirals & other tools); delay of getting some proper information; delay of getting Contract vetting from General Attorney; and lack of confidential store for restoring Documents

2.2.16 Environment Conservation and Solid Waste Management Department

The department of environment and solid waste management has the following functions; to ensure sustainability without degrading the environment, to prevent and control degradation of water, land, vegetation and air, to improve condition of degraded area, to raise public awareness and understanding linkage between environment and development, to conduct forestation through mobilization of community and NGOs motivated to plant trees. The department has divided into two sections that is Environment Conservation and Solid Waste Management Sections. At the moment the department has only one permanent staff who is the Head of Department and 25 sanitary laborers who works on monthly bases instead of 26 required.

Lindi Municipal Council currently generates 72.6 tons of Municipal solid waste daily that makes a total of 26,417.9 tons per year. As a result of population growth and increases in economic activities, the amount of solid waste is expected to increase to about 50,865.5 tons per year by 2020. This is very vast amount of solid waste that needs a proper system of solid waste management. Improper management of waste threatens the welfare of the people in terms of health, social and economic aspects and the environment at large.

Solid waste composition contributes on making decision on safe and affordable system of solid waste management. It is estimated that 93 percent of household waste is food and organic waste. Commercial wastes contribute 1.79 percent of waste generation, wood and metals (1.34 percent each), Workshops/Garage and drain silts (1.1 percent), plastics waste (0.96 percent), sweeping & Construction debris (0.41 percent), glass (0.21 percent), and paper (each around 0.08 percent), and electronic waste (0.02 percent). Although the compositions of municipal waste from commercial and institutional establishment are more difficult to estimate, they are also high in organic and food waste.

To ensure that all waste is properly managed, the Council has set system to enable smooth and safe management of waste from producer to disposal point. Two different system of solid waste collection and transportation to disposal site are practiced. a) House to house method of waste collection – this method of solid waste collection is used to areas where there is no collection bay; and b) Collection bays – the method is use to collect waste 15 built centers and 6 un built centers identified and accepted by the community as center of solid waste collection.

Different facilities for storage of solid waste are used at different levels. At household different types of dustbins are used, the standard bins and improvised one (nylon bags/sucks, buckets, boxes

etc) depending on the amount of waste generation and weather, street bins allocated in CBD is used to store litters and other waste in street.

Collection of solid waste is one of the most important steps toward ensuring that our town maintain cleanness and avoid looks insight from spread of different types of waste: Not only that also avoided the spread of diseases. In Lindi Municipal both primary and secondary practices of solid waste collection are applied and depends each other. The primary collection of solid waste is conducted through Community Based Organization (CBOs) and Non-Governmental Organization (NGOs) formulated and managed at community level. The groups are responsible in collection of waste from source (producer) to designated collection point/transfer station and finally to disposal point under the cost of producer. Community Based Organization (CBOs) and Nongovernmental Organization (NGOs) are also contracted to collect waste at Public areas (Market, Bus stand) and other and nonpublic office. Apart from this practice also the system of house to house by use of Municipal vehicles are used when in need as part of its authority responsibility. The secondary collection of waste are carried out by the Authority whereas collect waste deposited by CBOs, NGOs and individuals in the collection bays by use of sanitary labors who loads the waste into municipal vehicles and transported to the dump site for final disposal. The use of Municipal plants and vehicles facilitate fast loading and unloading of solid waste from collection bays.

At the moment the council has two vehicles for solid waste transportation (18 and 7 tons) and one Backhoe that are used to collect waste from the collection bays and transport to the dump site. In year 2017 the amount of solid waste generated was 26,418 tones, only 17,104.71 (64.7%) tones were collected and transported to dump site. There remain 9314 (35%) were not managed.

As part of day to day, in financial year 2017/18 the department in cooperation with Legal unit has managed to file 211 cases, all

defaulter has been charged and paid penalty. According to Environmental Management Act, 2004, all projects must be registered for environmental Impact assessment prior implementation. The department has managed to conduct screen of 8 projects, six (6) projects has been registered to National Environmental Management Council (NEMC) for EIA. Two (2) projects has received their Certificate from Vice President Officer (VPO) to continue with the implementation.

On environmental conservation awareness promote, different awareness sessions have been conducted to facilitate changes among the residents toward environmental protection and improvement of sanitation. Seventy two (72) radio sessions has been conducted using local Radio (Mashujaa FM and Lindi FM). Sensitization meeting on environment protection and sanitation to Mtaa and Ward Officers including Environmental Committees members from all ward has been conducted. Study tour on learning who other council manage solid waste while creating employment to residents has been conducted to all Councilors where by Lindi Municipal council was a learning site. With regard to Waste water Management, currently the Council has no specific area for waste water disposal nor cesspit emptier. Waste water from pit and septic tanks are collected and transported to dump site by use of private cesspit emptier hired from Dar es salaam and other areas.

On land degradation, soil erosion and deforestation, coastal erosion is one of the major coastal problems the Municipality is facing with, which has been contributed by several factors, including sea level rise, geology, and rapid coastal population growth accompanied by rapid increase of human activities that interfere with natural processes. One of the human activities that have been well linked to the problem of coastal erosion is illegal sand mining along beaches at Rasbura ward. This causes localized accelerated/ severe coastal erosion and enormous environmental degradation and threat to coastal properties. Illegal sand and stones mining for building construction apart from being employment opportunity among

youths, has become a social, economical, and environmental problem. Events such as glaciation or orogenic cycles that may significantly alter sea levels (rise/fall) and tectonic activities that cause coastal land subsidence or emergence. Increase in population that has caused the increase demand of food supply has contributed to the increase of agricultural activities that in turn has also contributed to highly destruction of natural forest wares most of the land has been uncovered. However shifting cultivation has been increase leading to simsim cultivation- it is estimated that new 400 hectares are cleared every year. This condition has speed up the rate of soil erosion.

Apart from all success, the department faces a number of problems: coastal erosion that endanger infrastructures such as road and residents passing near the ocean; shifting cultivation as results of extending farms for simsim and cashew nuts; environmental pollution due to improper solid waste Management; lack of lagoons for waste water treatment; dumping wastes on the road sides, water drains and canals has contributed to reduction of capacity to collect wastes; shortage of storage tools and cars for waste collection and transportation; shortage of litter bins on the streets and public areas with high population; and lack of solid waste recycling facilities.

2.2.17 Legal and Security Unit

The legal unit has major functions to provide legal interpretation and advices to the council's management and the general public with regard to signing of contracts, adherence to National laws, rules and regulations and enforcement of council's by-laws and for the sake of achieving democracy, good governance and development of the Council at large. Legal and Security Unit has been divided into two Sections, namely: Legal Section, and Security (Operations). The Department has a total of 2 staffs who are permanently employed and 5 security guards who are temporary employed who are entitled to different obligations/works according to their professionalism. The unit has been supporting the Municipal Council in the following areas:

- Provision of legal interpretation and advice to council with regard to execution of contracts, council regulatory requirements, intellectual property or other business affairs for the purpose of achieving good governance.
- Manages the activities of the Council's legal affairs by providing advice and guidance in all the council's statutory meetings.
- Manages and oversees 20 Ward Tribunals within our Council by providing seminars to the members at least twice per year on how to conduct ward sessions and deliver justice within the lower level.
- Ensures safekeeping of the council's properties and safety of the some of the managerial officers. The council has fifteen (15) areas and properties which demands safekeeping. However, due to scarcity of security guards both permanent and temporary employed; the unit is currently providing security services to only three (3) areas only which are DDC, Municipal Head Office and Lindi Main Market. The rest of the area/property are not safeguarded and these includes: Head Office Health Department, Nachingwea Dispensary, Ilulu Ground, Works Department, Mpilipili Primary School, Sabasaba Market, Procurement Management Unit /Agriculture Department, Machinjio, Municipal Director's House, Head Office Education Department and Municipal Boat
- Administration of the council's 42 Cases which are civil cases, criminal cases and land applications/cases in various courts in Tanzania. Currently the Council has about 6 civil cases going on in different courts and tribunals within Tanzania, 36 criminal cases instituted by the council against defaulters who refused to pay their levies or fees as provided for in the by-laws.
- Moreover the unit assists in the completion of settlement procedures of various disputes which the council do not see the need to proceed with court litigations to the finality of which its claims are genuine. For the period ending June 2018 the council decided to settle out of court a total number of seven

(2) civil cases and thus ending the disputes on an amicable resolution.

- Leads the formulation and adherence of the council by-laws, and it provides the society within our council with legal education. Currently the council has a total of six (6) which are: *Sheria Ndogo za (Ushuru wa Masoko na Uvuvi) za Halmashauri ya Manispaa ya Lindi tangazo la Serikali na. 161/2017; Sheria Ndogo za (Ada na Ushuru) za Halmashauri ya Manispaa ya Lindi tangazo la Serikali Na. 162/2017; Kanuni za Kudumu za Halmashauri ya Manispaa ya Lindi za mwaka tangazo la Serikali Na. 403; Sheria Ndogo za (Kodi ya Huduma) za Halmashauri ya Manispaa ya Lindi tangazo la Serikali Na. 479/2015; Sheria Ndogo za (Kilimo Bora na Usalama wa Chakula) za Halmashauri ya Manispaa ya Lindi tangazo la Serikali Na. 477/2014; Sheria Ndogo za (Hifadhi ya Mazingira) za Halmashauri ya Manispaa ya Lindi tangazo la Serikali Na. 58/2016.*

The issues of major concern affecting performance of legal unit roles and functions are: inadequate skilled staff in the unit; lack of transport facilities to enable legal officers in effective administration of council's legal affairs and cases in various courts; lack of legal opinion consultation by Head of Departments, Units and Sections; nonexistence of Legal Unit office; scarcity of legal working facilities such as Reference books in the field of law, various Law Reports and related legal materials for research and review; legal illiteracy level and low civic education among the members of the society; lack of legal knowledge on land and Matrimonial related matters to Members of Ward Tribunals; and lack of supervision and administration of the Ward Tribunals due to budget deficit

2.2.18 Water Department

The core function of the department has been to plan, solicit resources, implement projects, manage water sources conservation, supervise the management of water schemes, supervise operation and maintenance of constructed projects and capacitate

communities to manage water related undertakings. It is the department which is obliged to eliminate or minimize the problem of water supply shortage among communities in the municipality. Lindi Municipal Council generally depends on Surface and Groundwater. Shallow wells and springs are dominant water sources in the project areas. Water from the shallow wells and the river is not safe for human consumption because most of the wells are unprotected against pollution and the river water is not treated.

The department has limited staffing whereby some core functions miss appropriate experts. The department requires 19 different professional cadres but currently only 7 are working. It has 3 engineers and 4 technicians. The department has deficit of 12 staff. The department rents two small rooms by National Housing Corporation. It requires its own housing. Means of transport for the department is not sufficient. Daily activities of department require two cars and 6 motorcycles. Currently the department has one car and one motorcycle working hence the deficit of one car and 5 motorcycles. Furthermore it requires staff be connected by computer network system during working hours to fasten working speed and minimize cost of work.

Whereas Lindi Urban water and sanitation authority (LUWASA) gives water services to 14 wards with 80 'Mitaas' together having population of 50,799 (61%), Lindi Municipal Council is currently depended solely by 6 wards with 37 'Mitaa' together bearing population of 31,807 (39%) . The Municipal Council concentrates more in peri-urban and rural areas within the council. The Municipal Council endeavours to cater for the clean and safe water supply to the communities with water supply systems. So far, the Municipal Council has 7 functional boreholes, 34 deep wells with hand pumps and 106 shallow wells for water supply services. Whereas 20 deep wells are functional and 14 are not, 66 shallow wells function and 40 do not.

Generally, the current water supply in Lindi Municipal Council is not sufficient. Some of mitaas are without improved water supply hence compelled to use unprotected water sources such as streams/rivers, ponds and hand dug wells. The population served by different technology is Piped scheme 9,642 (30%), distant Piped scheme dependent 3,003 (9%), Hand pumps 15,465 (49%) and Traditional wells 3,878 (12%) respectively.

Water services coverage has reached 58% involving piped water supply schemes and wells with hand pumps infrastructures. There are total 238 public water points where 184 are functional and 54 are not functional. Mismanagement of community water user organizations have resulted to malfunctioning of many shallow wells infrastructures emanated from inappropriate operation and maintenance. Out of 37 Community water organizations only 21 equal to 57% are working. This is due to lack of sense of ownership by the community.

Only 18,293 people have access to safe and clean water which is 58% of total population of 31,807 (November 2017). The amount of water produced and supplied is only 915m³ while the actual demand is 1,591m³. Currently Lindi Municipal council has completed construction of 7 out of 9 planned Piped water supply projects. 5 completed projects were given to LUWASA for operations and maintenance whereas 2 projects are operated by COWSOs. The council completed new design of 6 water projects in 16 Mitaas in the Municipality by mid of year 2017/2018 whose implementation will begin when funds avail.

Whereas there is a dire need for newly construction of projects, rehabilitation, upgrading and expansion of the current systems, the desire is faced with numerous challenges depicted underneath: belated Funds' disbursement; predominant salinity; unreliability of groundwater – well dry periodically or depending on weather/environment; limited staffing; inadequate working tools:

means of transport, GPS etc; unavailability of departmental office unit/accommodation; poor community participation; poor staff motivation; severe deterioration level of old schemes; high cost of water projects; and low funds allocation.

2.2.19 Beekeeping Unit

Beekeeping section is guided by the National Forest and Beekeeping Policies adopted in March 1998, whose overall goals are to enhance the contribution of the forest and beekeeping sector to the sustainable development of Tanzania and the conservation and management of her natural resources for the benefit of present and future generations. The unit is a sole implementer of the National Beekeeping Policy which emphasizes much on encouraging the participation of all stakeholders, individual beekeepers and organized communities to establish manage and own apiaries for demonstration purposes and sustainable beekeeping activities. Beekeeping deals with the management of bees and processing of bee products from natural forests, plantations, agricultural land and other habitats. Beekeeping also plays major role in improving biodiversity and increasing crop production through pollination. The department has 9 extension staff, out of 15 extension staff needed in the council. The core functions of the unit include: implement beekeeping policies and enforce legislation; conduct planning in beekeeping and coordinate collection and analysis of bee products statistics; plan and ensure quality of beekeeping products; setting standards of bee products; capacity building and supervising beekeeping groups found within the Municipal; supervise establishment and management of bee reserves and apiaries; facilitate and ensure low cost modern hives produced using locally available raw materials by organizing farmers in groups and link them with local carpenters who produce modern bee hive in reasonable cost.

Beekeeping as an economic activity in the Council has annual average production of 2600 liters of honey per annum where by average production per beehive ranges from 5-10 liters and harvest

is twice per annum. Furthermore beekeeping produces 68 kgs of wax per annum from different beekeeping groups. The unit supervise and provide technical support to 15 groups in six potential wards for beekeeping, the groups comprise of 10-15 members with 20% gender inclusive. The groups' manage to maintain 510 hives whereby 260 hives only produce beekeeping products (Honey & bee wax). Most of the beekeepers (225 keepers) use modern beehive, out of the mentioned only few use traditional beehives, which with time they will switch to modern as they have realize the importance of using modern for maximization of productivity.

Contribution of beekeeping in Municipal economy has not yet known because there is no recent research conducted due to budget constraints, but it has significant contribution of livelihood improvement as income generating activities to most of communities. Challenges facing the unit include: inadequate staffing and financial resources in implementing day to day activities; inadequate awareness by the public on the contribution of beekeeping towards poverty alleviation; inadequate information on markets and marketing of beekeeping products, such as bee wax & propolis; inadequate resources for beekeeping activities both for beekeepers (harvesting equipment's) and bee product's dealers; beekeepers have inadequate knowledge and skills. This leads to the use of indigenous knowledge and traditional beehives for some few keepers which minimize productivity; and lack of package materials and market instability.

2.3 The External Environmental Scan

2.3.1 The Tanzania National Development Vision (2025)

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

High Quality Livelihood, Ideally a nation's development should be people-centered, based on sustainable and shared growth and be free from abject poverty. For Tanzania, this development means that the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of social groups (men and women, boys and girls, the young and old and the able-bodied and disabled persons) in society. In particular, by the year 2025, racial and gender imbalances will have been readdressed such that economic activities will not be identifiable by gender or race. All social relations and processes, which manifest and breed inequality in all aspects of the society (i.e., law, politics, employment, education, culture), will have been reformed.

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

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

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

provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognisant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

- Attain self-reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative
- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

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

The Long Term Perspective Plan (LTPP, 2011/2012-2025/2026) is being implemented in a series of Five Year Development Plans. In order to realize the socio-economic transformation envisaged in TDV 2025, the LTPP's strategic direction delineates specific sector policies, guiding principles and long-term objectives and targets. With greater emphasis on capital (development) investment, particularly in the productive sectors and human resources (skills) development, the Plan gives adequate attention to protect and

improve the social sector gains, governance and key cross-cutting issues.

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

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

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

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

2.3. 4 Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th Septembers, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals and 69 Targets by 2030 deadline. The Sustainable Development Goals which the Municipal Council should contribute to achieve in long term are summarized below.

Goal 1: End poverty in all its forms everywhere

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

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

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

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

Goal 6: Ensure access to water and sanitation for all

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

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

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

Goal 10: Reduce inequality within and among countries

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

Goal 12: Ensure sustainable consumption and production patterns

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

impacts

Goal14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Goal15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16: Promote just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable development

2.3.5 Agenda 2063: The Africa We Want

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

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

societies. Thus, commit to act together towards achieving the following aspirations:

Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development

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

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

Aspiration 4: A peaceful and secure Africa

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

Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children

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

2.3.6 Tanzania Mini- Tiger Plan

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

Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing “Ponds” (SEZ) in the most promising areas and promising sectors.

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

2.3.7 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognised as a significant sector in employment creation, income generation, poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This requires an all embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies. Based on the importance of this sector and its potential, the SME

Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation. Central to all these strategies is the ultimate objective of attaining rural industrialisation in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionising the SME sector to make it sustainable agent of stimulation of growth of the economy.

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The **overall objective** of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy.

2.3.8 National Agriculture Policy 2013

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

Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 percent of agricultural GDP. Agricultural export crops have been growing at about 6

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

2.3.9 National Livestock Policy 2006

The livestock industry has maintained a steady annual growth rate of over 2.7 percent during the last decade. This is lower than the rate of human population growth of 2.9 percent. According to NSGRP the livestock industry is expected to grow at 9% by year 2010. About 40% of the 3.9 million agricultural households in Tanzania are involved in crops and livestock production. The potential to increase both livestock production and productivity and its contribution to GDP exist, as the land carrying capacity of up to 20 million Livestock Units has not been fully utilized. In promoting livestock development the **Vision** of livestock policy is *“By year 2025, there should be a livestock sector, which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive*

livestock to ensure food security, improved income for the household and the nation while conserving the environment.”

The **mission** of the livestock industry is: *“To ensure that livestock resource is developed and managed sustainably for economic growth and improved human livelihoods”*. The overall objective of the National Livestock Policy is to develop a competitive and more efficient livestock industry that contributes to the improvement of the well being of the people whose principal occupation and livelihood is based on livestock. The specific objectives of the National Livestock Policy are to:-

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

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

In achieving human growth and societal development, Lindi Municipal Council requires effective utilization of its Strength and

Opportunities to address the existing Weaknesses and challenges. The internal and external situation analysis conducted in the Municipal Council identified different Strengths, Weaknesses, Opportunities and Challenges that need to be addressed and exploited. The following is the summary of SWOC analysis of the Municipal Council.

2.4.1. Strength

- Availability of skilled personnel
- Ability of the council to collect revenue from its own sources
- Existence of peace and tranquility within the jurisdiction
- Availability of Health board and Health Committees
- Availability of secured ICT Infrastructures
- Good relationship among working staffs

2.4.2 Weaknesses

- Limited personnel development through training
- Inadequate motivated personnel
- Under exploitation of available natural resources such as Gas, Fishery resources harbor
- Low enrollment of the community to CHF
- Existence of corruption practices within the community
- Lack of Health service agreement between the Council and Private sectors
- Lack of community sensitization on the application of bylaws
- Poor promotion on project investments
- Lack of awareness on Public service act, Scheme of service and other regulations to working staffs

2.4.3 Opportunities

- Availability of arable land
- Availability of Management Information Systems
- Availability of continental shelf used for fishing

- Existence of good governance system Existence of different learning institutions
- Availability of financial institutions
- Existence of good Beaches which may attracts tourists
- Construction of a modern abattoir
- Availability of Council bylaws
- Availability of Council Master plan
- Discovery of natural Gas
- Availability of natural forests and Mangrove
- Availability of own internal sources of revenues
- Support from Central government
- Existence of CBOs and CSOs
- Existence of Government Policies and legal frameworks

2.4.4 Challenges

- Low speed of Management Information Systems
- Low budget allocation for development projects
- Mismatch between the threshold population against budget allocation
- Failure of the community to abide to bylaws
- Prevalence of diseases such as HIV/AIDS and non-communicable diseases
- Overdependence to donors
- Reduction of own sources of revenue due to change in Government directives
- Budget deficit due to unfavorable financial policies
- Shortage of medicine and Health equipments
- Low community participation in development projects
- Weak loan recovery by Youth
- Poor supply of utilities
- Ad hock activities which are out of plan
- Inadequacy of social service facilities
- Uncertain economic performance
- Shortage of human capital/Staffs

2.5 Stakeholders Analysis

Lindi Municipal Council interacts with a number of stakeholders. Therefore, effective achievement of its outcomes depends on the way the Council engages those stakeholders in day to day operations. Stakeholders' were categorized into 15 main groups as summarized in Table 38.

Table 38: Stakeholder Analysis Matrix

Sn	Name of stakeholder	Service delivered to stakeholder	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=high M=medium L=low
1	Social Security Fund Institutions	Members enrollment Mandatory deductions	Timely submission of employees contributions More customers from employers	Poor service delivery Collapse of the fund	H
2	Civil Society Organizations (CBOs & CSOs)	CBOs registration Introducing Civil Society Organizations to the Community	Getting proper information and statistics Getting people to work with	Poor performance in service deliver	H
3	Financial institutions	To facilitate enrolment of Customers To facilitate loans repayments from lenders	Enrolment of customers Good cooperation	Collapse of the institution	H
4	Cooperative Societies	Registration of SACCOS Auditing the Cooperatives	Good cooperation	Collapse of the Cooperatives	
5	Ministries, Departments and	To implement Policies, Plans and	Implementation of Policies and Plans	Poor Service delivery	H

Sn	Name of stakeholder	Service delivered to stakeholder	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=high M=medium L=low
	Agencies	other directives of the Central Government			
6	Community Members	Social, Economic, Political Services delivery	Good and timely social services delivery	Persistence of Poverty	H
7	Development partners (World Bank, USAID, EQUIP-T)	Introducing Partners to the Community Financial and technical support	Good cooperation Recognition Value for Money for implemented projects Mutual agreements Good utilization of funds Proper financial record keeping and timely Submission of quality reports. Maintenance and upkeep of the infrastructure Funded (sustainability). Professional staff with high degree of integrity. Credible project proposals (for	Reduction of fund Withdraw their support. Negative publicity of the council Tarnishing the council's image Liquidation of council assets	H

Sn	Name of stakeholder	Service delivered to stakeholder	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=high M=medium L=low
			banking finance and PPP arrangements)		
8	Council Staffs	Working Salaries Good working conditions Working entitlement	Good salary scales Timely promotions Motivations	Job dissatisfacti on Poor morale, Poor performanc e	H
9	Councilors	Statutory allowances To provide services to their respective Wards Capacity building in Good Governance and Leadership	Improved services in their respective Wards	Poor service delivery Loss of representati ve power.	H
10	Political Parties	Implementatio n of election Manifesto	To win elections	Collapse of the Political party	H
11	Religions and FBOs	Places for Worship Social services	Morality Provide social and spiritual services Community members to live in harmonious life with improved livelihoods	Immorality Collapse of the religious group and FBOs	H
12	Private Sector	To deliver information	Transparent in giving	They tarnish the	H

Sn	Name of stakeholder	Service delivered to stakeholder	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=high M=medium L=low
	(Media, industrial companies, transport and communication, academic institutions)	Profit oriented	information Service provider Creation of employments They are tax payers	image of the council To make profit	
13	Investors and Business community	providence working environment license training	Conducting environment for business	collapse lack of revenue	H
14	Judiciary, police, PCCB and Migration	Enforce laws Translate laws Maintain peace & security	Peace and harmonious Maximize collaboration	Insecurity	H
15	Quality Assurance Regulators (EWURA, NAO, CAG, PPRA etc.)	Value for money	Timely remittance of monthly deductions. Timely and effective communication Adherence to product quality standards. Timely payment of statutory fees. Compliance to acts, rules and regulations	Poor performance certification report Withdrawal of quality certificates Tarnished image of the council Sanctions against council Imposition of penalties Employees' complaints after retirement. Employees failing to	H

Sn	Name of stakeholder	Service delivered to stakeholder	Expectation of stakeholder	Potential impact if the expectation is not met	Rank H=high M=medium L=low
				access health services.	

2.6 Core Values

This Strategic Plan shall be guided by six core values. Values shall lead the Municipal Council leaders and staff to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. The following are core values that shall guide the implementation of this strategic plan.

- **Team Work:** Lindi Municipal Council shall continue encouraging teamwork through proper communications; respect for self and others; good oversight and mentoring; consistent rewards and discipline; and confidential handling of private information.
- **Commitment and Accountability:** Lindi Municipal Council leaders, staff and other stakeholders shall participate fully in all Councils activities for the betterment of the Council. Being knowledgeable of, adhering to, and respecting the values and setting the highest possible standards and evaluating self and others according to these standards. Lindi Municipal Council staff shall recognize that public servants' primary responsibility is serving the public.
- **Transparency means** visibility or accessibility of information especially concerning council business practices. Lindi Municipal Council shall provide information on what is going on to stakeholders timely.
- **Equity and Equality:** Equity cannot be achieved; through treating all the people equally rather it can be achieved through treating all the people in an equitable manner. Moreover, equality works, only if the starting point of every individual is the same. Lindi Municipal Council shall maintain equity and equality in providing services to stakeholders.

- **Continuous learning:** Lindi Municipal Council shall continuously improve service standards through creativity, innovation and enhancing knowledge and skills.
- **Partnership:** Lindi Municipal Council shall cooperate with other development partners in providing services to the community and other developmental projects by adhering to the Public-Private Partnership policy.

CHAPTER THREE

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2012/2013-2016/2017 STRATEGIC PLAN

3.1 Highlights of the Previous Strategic Plan

This section reviews the performance of the implementation of 2012/2013-2016/2017 Strategic Plan of Lindi Municipal Council. The Vision of Lindi Municipal Council *“was to be among the best councils with ability to provide better and sustainable services to all stakeholders by 2025”*. The Mission of Lindi Municipal Council *“was to increase the capacity of multicultural community to develop good governance, economic growth, social wellbeing and environmental sustainability”*. During the implementation of 2012/2013-2016/2017 Strategic Plan, the main objective of Lindi Municipal Council was 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. To achieve the vision, mission and main objective of 2012/2013-2016/2017 Strategic Plan, the Council was guided by eight Strategic Objectives namely:

- A. Services Improved and new HIV/AIDS infections reduced
- B. Implementation of Ant-Corruption Strategy sustained and enhanced
- C. Access and quality social services improved
- D. Good Governance and administrative services enhanced
- E. Emergency preparedness and disaster management improved
- F. Quantity and quality of economic services and infrastructure improved
- G. Management of natural resources and environment improved
- H. Participatory project planning, appraisal, monitoring and evaluation enhanced

3.2 Rationale of the Performance Review of 2012/2013-2016/2017 Strategic Plan

Performance review of the 2012/2013-2016/2017 Strategic Plan of Lindi Municipal Council helps to assess the level of service deliveries of the Council by highlighting key success factors and identifying potential performance obstacles. The performance review also gives lessons to the next Five Years Strategic Plan (2018/2019-2022/2023) on various issues of importance which the Council needs to take into account in order to assure maximum achievements of its strategic objectives, targets and strategies. Review of the 2012/2013-2016/2017 Strategic Plan of Lindi Municipal Council was conducted with the purpose of providing a summary of the implementation status of the plan, concentration was made on achievements, constraints and the way forward. Review processes employed number of documentary review including the municipal quarterly performance review reports, annual progress reports and midterm review reports.

3.3 Assessment on the Implementation of 2012/2013-2016/2017 Strategic Plan

The implementation of 2012/2013-2016/2017 Strategic Plan of Lindi Municipal Council has recorded substantial achievements in 19 Service Areas (13 Departments and 6 Units: The thirteen (13) Department in the council are: Human Resource Management and Administration, Finance and Trade, Health, Environmental Conservation and Solid Waste Management, Water and Sanitation, Works, Agriculture Co-operative and Irrigation, Planning Statistics and Monitoring, Livestock and Fisheries Development, Urban Planning and Lands, Community Development and Youth, Primary Education and Secondary Education. The six (6) Units in the council are Legal, Internal Audit, Election, Information Communication Technology and Public Relations, Bee- keeping and Procurement Management. The assessment of the implementation of 2012/2013-2016/2017 Strategic Plan shows that the Council has generally achieved substantial part of its strategic objectives and

corresponding targets and strategies across all departments and units.

3.3.1 Achievements of the Implementation of 2012/2013-2016/2017 Strategic Plan

- 90% of eligible HIV positive pregnant women and their babies receive ARVs
- 18 out of 21 health facilities had constant supply of medicine, vaccines and Hospital equipment
- Tiba kwa Kadi members increased from 20% to 26% by June 2017
- Community awareness on preventive, curative and social welfare service increased by 70%
- Organisation structure and institutional management at all level improved by 80%
- Facilities with inadequate capacity of managing emergency reduced up to 75%
- Number of malaria OPD cases dropped down up to 11.6%
- 22 (55%) Town planning drawings were prepared at Nachingwea, Mbanja and Rasibura
- Preparing a Master Plan for Lindi Municipal Council
- Collection of land rent increased to Tshs. 1,890,805,212.81/=
- 3700 (43 %) plots were surveyed in news areas of Rasibura and Ngongo
- Valuation for Compensation involved 1205 PAPs and 50 plots for transfer purposes
- 50 teachers and 400 students given awareness on HIV/AIDS preventive measures
- 8 anti-corruption clubs to 8 secondary school established
- Form four pass rate increased from 52% to 81%
- 24 laboratories constructed
- 25 science teachers were employed
- 3 hostels for girls constructed

- 9 head of schools and three municipal education officials were facilitated to attend training courses on good governance
- Monthly and quarterly financial reports were prepared timely
- The audited financial report was published to the media and the standard magazine
- Annual financial reports were prepared as per regulations of IPSAS and IFRS
- All payments are prepared through EPICOR system
- Establishment of computerized tax payers registers
- Small entrepreneurs were linked to TATOPA and SIDO
- Eight staffs empowered on revenue collection skills and law
- Taxpayer database improved by establishment of revenue collection system (LGRCIS)
- Extension experts reached approximately 14,000 farmers households in ten agricultural wards
- Two wards (Kitumbikwela, Chikongonji) and One street/village (Mkwaya) facilitated to own one tractor
- Seven groups of Ruaha group - Mnazimmoja, Kamuna group – Nandambi, Muungano – Jamhuri, Tegemeo – Kineng'ene, Sisi kwa sisi – Ng'apa, Juhudi – Mbanja and Jikomboe – Ng'apa formulated and supported with a set of cassava processing machines
- One Irrigation Scheme constructed at Ngongo valley
- Feasibility study for the construction of the irrigation scheme at Mloweka valley by using funds from ASDP I.
- 11 groups of 115 beneficiaries have been established and facilitated with drip irrigation schemes to cultivate vegetables.
- Increase number of AMCOS and SACCOS.
- Cashew nut production increased after establishment of warehouse receipt marketing system.
- From the 2014 Local Government election and 2015 General Election, out of 117 Mitaa, 6 (5%) of women were

elected to be Mitaa Chairpersons and 9 (45%) women were elected to be Councillors out of 20 Wards

- 18 Wards and 117 Mitaa has managed to form Disaster Management Committees
- Trainings on good governance to 54 leaders from 20 Wards of Lindi Municipal Council has been done
- Information to beneficiaries on good governance by using leaflets and brochures has been disseminated
- Wards and 60 Mitaa through entrepreneurial groups and village leaders has been done
- 160 Economic Groups have been formed
- Two construction groups has been formed
- 2354 Vulnerable Children were identified
- 2 Meetings with Local Leaders have been conducted to address issues of gender gaps
- The community in 20 Wards of Lindi Municipal Council has been educated and being sensitized on the use of simple and appropriate technology which will reduce the work load to women and conserve environment
- The HIV/AIDS Multispectral Committees have been formed in 17 Wards and 117 Mitaa of LMC even though they have not being trained
- The 84 PLHA have been assisted by using Community Based Attendants.
- 2 Boreholes have been drilled successfully
- 7 new water pumped schemes have been constructed
- 6 Deep wells and 46 shallow wells rehabilitated
- 14 Mitaa's artisans have been trained
- Participation of women in community water supply entities has increased to 20%
- Two(2) COWSO's have been registered
- Water access to the community improved from 28% to 58%
- Establishment of Environment Management Committees in 117 Mtaa and 20 wards

- Formulation and Capacitation of Community Sanitation groups in 20 wards
- Sensitization meetings, workshops and study tour on environmental and sanitation issues conducted in all 20 wards
- World Environment Day celebrated within in all 20 Wards
- Construction of 15 collection bays, guard House and fencing the dump site
- 1 dump trucks and 1 backhoe purchased for solid waste Management
- 52 radio education sessions conducted to educate the community on importance of environmental conservation
- Inspect adherence of Occupational Health and Safety procedures at workplaces for 86%
- Tree nurseries established and trees were planted in all open spaces and garden
- Collect and transport of 20 tons of solid waste daily which is equivalent to 65% of solid wastes generated.
- Streets cleanliness within the CBD and public areas with high population activities achieved by 80%
- Provision of veterinary extension services and conducting 42 sensitization meeting on community to involve in livestock keeping in all 18 wards
- 2375 of livestock were treated against diseases and 84 sensitization meetings conducted in 10 wards respectively.
- Combating of illegal fishing to conserve and protect aquatic environment where as a total of 24 patrols conducted in overseas (9 patrols) and 14 patrols along the coastal areas against illegal fishing
- Disseminating aquaculture technology where 38 meetings were conducted to sensitize community on aquaculture technology.
- Strengthening of BMU's through formulating and facilitating 7 BMU's in 8 wards

- Increased involvement of women in planning and implementation of livestock and fisheries projects from where involvement of women in planning and implementation of livestock and fisheries projects to 50%
- Purchasing of 100 cows and 10 bulls and distributes to 10 Livestock groups where as 30 cows and 3 bulls bought and distributed to 3 livestock groups in Mtanda, Jamhuri and Kitumbikwela wards (now there about 10 group of livestock keepers under this project each with 10 cows and one bull) 102 heifers were produced and distributed to new farmers within the Municipality by private livestock keepers
- Monitoring and Evaluation of Development Projects has been achieved by 88%
- Development projects implemented by 70%
- Supervision of Development projects achieved by 80%
- Timely submission of Performance report, Development report and Manifesto report by 98%
- Timely preparation of Council Plan and Budget by 100%
- 6.2 km was constructed
- 12 culverts were constructed
- 21km of Desalting works have been done
- 27 councilors have been capacitated on good governance; solid waste management, CHF enrolment and investment on land
- 117 mitaa elected leaders trained on leadership skills
- 225 qualified staffs recruited
- 200 staffs facilitated in various training
- 27 councilors and 117 mtaa chairpersons paid responsibility allowances
- 417 municipal staffs promoted in various departments and units
- 12 registry, office assistant and personal secretary staffs trained on good office practices skills
- 225 newly recruited staffs oriented on their responsibilities and rights

- 3 HROs trained on codes of ethics and good office practices
- 27 Councilors trained on Project Supervision
- 5 houses for heads of department constructed
- 3 Wards' office buildings constructed
- Procurement procedure have been adhered on procurement done
- Members of tender Board undergone training on Public Procurement Act no 7/2011
- The Planned meetings were held implementation reports were made and distributed to the relevant bodies for discussions and follow up
- Nine (9) By laws were prepared and enacted
- Fourteen (14) civil cases were concluded
- 20 Ward Tribunals were formulated and facilitated
- 120 defaulters were taken to court and Municipal levies
- Three (3) Seminars were organized and provides to members of the 20 Ward Tribunals
- Availability of Information systems for Management Activities
- Use of 38 POS for revenue collection
- Availability of Local Area Network
- Connected to the National Fiber Optics Backbone Network
- During the local government election in 2014, a total number of 119 registration Clerks, 117 Presiding Officers and 117 Assistant Presiding Officers were appointed and given training on how to conduct election activities; and in General election held in 2015, a total of 680 election staff in total of the kind were also involved in the appointment and trained to conduct election issues
- During the local government election in 2014 and General election held in 2015, a total of 117 and 170 polling stations were prepared and well-coordinated
- In the Local Government Election of 2014, 27,686 Voters were registered whereas 12,809 were Male and 14,877

Female; and in the General election held in 2015, 48, 832 Voters were registered

- A total number of 110,744 Ballot papers for 'Mtaa' Chairpersons, Normal 'Mtaa' committee members and Special Seat members in the local government election were prepared
- The local government election and General election were conducted in 2014 and 2015 respectively
- Publicity and sensitization of the community was done through local media several times before the election day (Local and General Elections)
- By-election for 7 'Mtaa' Chairpersons held in the early March, 2017 and also the By-election for the Ward representative (Councilor) at Chikonji Ward was conducted in November, 2017 to fill vacant post occurred due to death of the Councilor in June, 2017
- Capacitate 15 groups involved in beekeeping activities
- Introducing the best beehives at a reasonable price to the farmers in in all wards potential for beekeeping
- Reducing forest fire incidence by emphasize appropriate harvesting techniques
- Increasing the number of modern beehives from 300 to 510
- Enhancing and increasing number of women participation in beekeeping by 20%
- 100%. LMC Accounts, assets and liabilities have been audited
- 100%. Evaluation of the effectiveness of internal control systems in 9 Departments systems in 9 Departments of LMC have been done. 9 IMC Departments have been consulted and assured
- 6 Internal Auditors have attended various training 4 Internal Auditors have attended system audit training

3.3.2 Constraints of the Implementation of 2012/2013-2016/2017 Strategic Plan

- Lack of capital hence farmers fail to improve agricultural productivity and fall into the hands of unfair credit arrangements
- Low price offered by middleman and unfair deals in the crops market
- Poor crops marketing system
- Farmers and primary cooperative societies dry and store nuts poorly.
- In consequence farmers lack information
- Logistical and financial management at the cooperatives is often not adequate
- Little attention is currently paid the way raw cashew nuts are stored at farmers and cooperatives.
- The auctioning system is based on closed bidding to avoid price-rigging and fixation.
- Finance received is often inappropriately management by the farmers and cooperatives.
- Low crop production and Productivity.
- Poor extension services that lead to poor crops production.
- Drought or unreliable rainfall which are not suitable for crop production.
- Lack of enough crops storage facilities.
- Lack of enough crop processing machines for adding value in cassava crop.
- Inadequate soil conservation measures resulting in loss of soil fertility which further encourages shifting cultivation.
- Incomplete irrigation schemes and inadequate maintenance limit sustainability and farmers' returns
- Few numbers of women who contest in administrative positions due to low level of confidence.
- Lack of funds to lease/aid fishermen and aqua culturists to increase their productivity.
- Lack of funds for construction of modern fish market.

- Lack of transport services for fisheries officers to reach remote areas so that to provide extension services
- Poor cooperation among the riparian zone communities on how to conserve marine resources.
- Presence of livestock diseases especially ECF
- Low genetic potential and poor animal breeding practices
- Low production and productivity of milk
- Inadequate working gears to extension workers
- Low price of milk
- High price of livestock production inputs
- Shortage of extension workers
- Shortage of Livestock breeding stocks
- Inadequate budget allocated for livestock activities.
- Inadequate transport facilities
- 40% of Development Projects implementation has not been implemented
- Inadequate working equipment facilities
- Lack of O&OD Plans at all lower levels
- Delayed or little disbursement of development fund from Central Government and LGDG-CDG Grant.
- Limited development budget accrued from own source funds/revenues due to insufficient own sources funds/revenues hence lead to poor project implementation
- Lack of correct statistics from relevant departments, particularly for primary data this hinders realistic planning.
- Inadequate fund which hinders implementation of departmental responsibilities and requirements.
- Low morale from Communities to contribute development projects and hence rely funds from Government.
- Change in government Circulars and budgetary instability
- Shortage of skilled staffs
- Shortage of houses, offices and working tools
- Improper procedures on office practices

- The court process and procedures are cumbersome and time consuming thus it takes more than 3 years to conclude a case
- Inadequate resources for beekeeping activities such as harvesting equipment's
- Effect of climate change and environmental degradation
- Presence of bee enemy enemies such as Bees wasps, ants and termites.
- Market instability of bee products
- Inadequate compliance with Financial regulations and internal control is not effective

CHAPTER FOUR

THE PLAN

4.1 Vision

To be the best council with ability to provide high quality services for sustainable development to all stakeholders by 2025

4.2 Mission

To provide high quality services through the use of available resources for sustainable development to all stakeholders

4.3 Strategic Objectives

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

4.4 Strategic Plan Matrix

4.4.1 Strategic Objective 1

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved

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

4.4.1.1 Result Area: Health

Strategic Objective	Target	Strategies	Performance Indicators
A. Improved services and reduce HIV/AIDS infection	Decrease of percentage of HIV/AIDS from 1.9% to 1.0% by 2023	Set special request of fund to the central Government Solicit fund from other stakeholders Incorporate into Comprehensive Council Health Plan (CCHP) yearly.	Number of people counselled and tested for HIV/AIDS Number of new cases initiated ARV's
	VCT centers increased from 15 to 22 by 2023	Identify areas for service provision, provide tools, equipment and staff	Number of VCT increased
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Anti-corruption Strategies capacitated to 137 Health facilities staffs by 2023	Create Awareness to staffs on effects of corruption Formulate Anti-corruption clubs Print posters and fliers on anticorruption campaigns	Numbers of HF's staffs capacitated on anti-corruption
C. Access, quality and equitable social service delivery improved	Increase of Supply of medicine, medical equipment and diagnostic	Incorporate budget into Comprehensive Council Health Plan (CCHP) Promote	Number kits of medicine, medical equipment and diagnostic

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	supplies in all 22 health facilities from 90% to 100% by 2023	utilization of Community Health Fund (CHF)	supplied
	Increased enrolment of improved CHF members from 26% in 2018 to 50% by 2023	Sensitization of community through general assembly meeting on benefits of being a member in CHF	Increased of CHF members enrolment
D: Increase quantity and Quality of social services and Infrastructure	Council Hospital Constructed by 2023	Set special request of fund to the central Government Solicit fund from other stakeholders Incorporate into Comprehensive Council Health Plan (CCHP) yearly. Mobilize community to participate in contribution of funds and materials	Council Hospital constructed.

Strategic Objective	Target	Strategies	Performance Indicators
D: Increase quantity and Quality of social services and Infrastructure	15 HFs Renovated by 2023	Set special request of fund to the central Government Solicit fund from other stakeholders Incorporate into Comprehensive Council Health Plan (CCHP) yearly.	Number of HFs renovated
	23 Staff houses renovated by 2023	Set special request of fund to the central Government Solicit fund from other stakeholders Incorporate into Comprehensive Council Health Plan (CCHP) yearly. Mobilize community to participate in contribution of funds and materials	Number of health staffs renovated

Strategic Objective	Target	Strategies	Performance Indicators
D: Increase quantity and Quality of social services and Infrastructure	17 Health centres constructed in 17 wards by 2023	Set special request of fund to the central Government Solicit fund from other stakeholders Incorporate into Comprehensive Council Health Plan (CCHP) yearly. Mobilize community to participate in contribution of funds and materials	Number of Health Centres constructed
	87 Dispensaries constructed in 87 Mitaa by 2023	Set special request of fund to the central Government Solicit fund from other stakeholders Incorporate into Comprehensive Council Health Plan (CCHP) yearly. Mobilize community to participate in contribution of funds and materials	Number of Dispensaries constructed
C. Access, quality and equitable social service delivery improved	22 health Facilities by levels provided with enough medicine,	Solicit more funds to facilitate availability of those and Incorporate into	Number of HFs provided with enough medicine ,Medical

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	Medical equipment and Hospital, dental, Laboratory supplies by June 2023	Comprehensive Council Health Plan (CCHP)	equipment and supplies
	Number of Elderly people with Access to medical services increased from 1500 to 4500 by 2023	Identify and provision of services to elderly people	Number of elderly people with access to Health services
	Number of Nutritional service centres increased from 28 to 70 by 2023	Budget allocation	Number of Nutritional centres increased
	Prevalence of stunting in children aged 0-59 months (height-for-age z-score < -2SD) decreased from 34.7 % to 28% by 2023	Reduction of stunting children 34.7.% reached Budget allocation	Decreased stunting in children to 28%
	Incidence of malaria among OPD cases decreased from 11.6 to 3% by 2023	Reduction of Malaria cases to 3% Budget allocation Sensitize community	Number of malaria OPD cases dropped down up to 3%
D. Quality and Quantity of	Number of houses for	Mobilize community to	Number of houses

Strategic Objective	Target	Strategies	Performance Indicators
Socio-Economic Services and Infrastructure Increased	health workers increased from 23 to 70 houses by 2023	participate in contribution of funds and materials Incorporate budget into Comprehensive Council Health Plan (CCHP)	constructed
	Hospital waste management improved from 48% to 60% by 2023	Construct 11 incinerator	Number of incinerators constructed
	Hospital waste management increased from 48% to 60% by 2023	Construct 11 placenta pits	Number of Placenta pit constructed
C. Access to Quality and Equitable Social Services Delivery Improved	Number of skill mix staff of Human Resource for Health (HRH) and Social welfare at all level increased from 137 to 202 by 2023	Recruit enough and skilled staff Human Resource for Health (HRH) and Social welfare at all level	Increased Number of skill mix staff of Human Resource for Health (HRH) and Social welfare at all level
	Community awareness on preventive, curative and social welfare service increased from	Broadcasting health issues through Radio, flyers, leaflets and Posters	Percentage increased in community awareness on preventive, curative and social welfare

Strategic Objective	Target	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	60% to 80% by 2023		services
	70 health care staff facilitated on related Health training annually by 2023	Empower knowledge and skills to staff on emergency management	Number of health Providers facilitated

4.4.2 Strategic Objective 2

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

4.4.2.1 Result Area: Administration and Human Resources

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	23 registered staffs infected by HIV/AIDS supported financially by 2023	Solicit fund Provide financial support	Number of staff supported
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	180 staff trained on National Ant-Corruption strategy by 2023	Solicit fund Facilitate training	Number of staff trained
	Corruption incidences among staff	Solicit fund Facilitate training on good	Number of corruption incidences

Strategic Objective	Targets	Strategies	Performance Indicators
	reduced from 6 to 0 by 2023	governance	reduced
C. Access to Quality and Equitable Social Services Delivery Improved	887 Staffs trained on Public service Act and Regulations by 2023	Solicit fund Provide training	Number of staff trained
	459 skilled staffs recruited by 2023	Prepare Personal Emoluments Budget	Number of skilled staff recruited
	Working tools increased from 60% to 80% by 2023	Solicit fund	Increased % of working tools
	887 staffs trained on OPRAS goal setting by 2023	Solicit fund Provide training	Number of staff trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	5 office buildings for Wards Executives constructed by 2023	Solicit fund Mobilize community to participate to contribute workforce Construct office buildings	number of constructed office buildings
	8 staff houses constructed by 2023	Solicit fund Mobilize community to participate in project implementation	Number of houses constructed
E. Good Governance and Administrative	49 Mtaa executives trained to meet scheme of	Solicit fund Provide training	Number of trained Mtaa executives

Strategic Objective	Targets	Strategies	Performance Indicators
Services Enhanced	service by 2023		

4.4.3 Strategic Objective 3

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

4.4.3.1 Result Area: Water

Strategic Objective	Targets	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS Infection.	19 staffs trained on HIV/ AIDS infections by 2023	Prepare capacity build plan Mobilize funds -Train staffs	Number of staff trained
B: National Anti-Corruption Implementation Strategy Enhanced and Sustained	19 staffs capacitated on Anti-corruption Strategy and Good Governance conducted by 2023	Prepare capacity build plan Mobilize funds Train staffs	Number of staff capacitated
C: Access, quality and equitable social services delivery Improved.	54 non-functional water points rehabilitated and maintained by 2023	Prepare rehabilitation and maintenance plan Solicit funds	Number of water points rehabilitated and maintained

Strategic Objective	Targets	Strategies	Performance Indicators
C: Access, quality and equitable social services delivery Improved.		Involve the community	
	184 functional water points maintained by 2023	Prepare rehabilitation and maintenance plan Solicit funds Involve the community	Number of water points maintained.
	10 Water sources demarcated and protected by 2023	Plan for demarcation Solicit funds Involve the community	Number of water sources demarcated and protected
	Awareness campaign on water resources conservation conducted in 37 mitaas by 2023	Prepare awareness plan Locate funds Sensitize the community	Number of mitaas sensitized
	10 computer sets and 5 office tables supplied to Water department by 2023	Solicit fund	Number of computer sets Number of office tables
	1 car and 5 motorcycles	Solicit fund	Number of vehicles bought

Strategic Objective	Targets	Strategies	Performance Indicators
C: Access, quality and equitable social services delivery Improved.	supplied to water department by 2023		
	7 new water staffs recruited by 2023	Recruit new staffs	Number of new staffs recruited
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	One set of water quality analysis tools procured by 2023	Solicit fund	-Set of Water quality analysis tools
	6 water management institutions for 6 schemes established by June 2023	Sensitize the community Register water management institutions	Number of Water management institutions
	6 New Water projects in 16 Mitaas Implemented by 2023	Prepare Implementation Plan Locate funds Enhanced community participation	Number of New water projects implemented
	1 Water Department office building constructed by 2023	Prepare Plan Locate funds	Water department office

4.4.4 Strategic Objective 4

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- I. Emergency and Disaster Management Improved

4.4.4.1 Result Area: Primary Education

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS Awareness created to 38 schools by 2023	Conduct Sensitization meeting and seminars	Number of schools visited
	25 infected Teachers supported by 2023	Give Nutrition support allowance	Number of teachers supported
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	250 Teachers capacitated on petty and grand corruption by 2023	Conduct Sensitization meeting and seminars	Number of teaches capacitated
C. Access to Quality and Equitable Social Services Delivery Improved	Pre & Primary schools Enrolment increased from 90% to 100 by 2023	Register Pre & Primary pupils	Increasing number Enrolments.
	400 Teachers of English, Science and mathematics subjects trained by 2023	conduct subject workshop and seminars	Number of teachers trained

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Pupils book ratio increased from 1:5 to 1:2 by 2023	Buy books	Pupils book ratio improved
	Standard VII Performance increased from 80.5% to 95% by 2023	Teach effectively, Motivate teachers/Pupils	The rate of performance increased
	ICT learning and teaching program increased from 6 schools to 15 schools by 2023	Buy ICT system	Number of schools ICT system increased
	Availability of Water services in primary schools increased from 60% to 85% by 2023	Mobilize community & Solicit fund	Rate of Water services availability in primary schools increased
	Inclusive education increased from 8% to 50% by 2023	Mobilize community & Solicit fund	Number of pupil special education increased
	Adults education learning centre increased from 7 to 15	Mobilize community & Solicit fund	Number of centers increased
	Electricity services in schools installed from 58% to 90% by 2023	Mobilize community & Solicit fund	Number of schools increased
	UMITASHUMTA conducted annually by 2023	Solicit fund	Number of UMITASHUMTA competitions conducted

Strategic Objective	Targets	Strategies	Performance Indicators
	8 Play grounds constructed in 8 schools by 2023	Mobilize community & Solicit fund	Number of grounds increased
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	40 classrooms constructed by 2023	Mobilize community & Solicit fund	Number of classrooms constructed
	60 Pit Latrines constructed by 2023	Mobilize community & Solicit fund	Number of Pit Latrines constructed
	30 Teachers houses constructed by 2023	Solicit and mobilize community	Number of Teachers houses constructed
	3 fences in Primary schools constructed by 2023	Mobilize community & Solicit fund	Number of fences constructed
I. Emergency and Disaster Management Improved	6200 Trees planted to 38 Primary schools by 2023	Plant trees	Number of Trees planted

4.4.5 Strategic Objective 5

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- I. Emergency and Disaster Management Improved

4.4.5.1 Result Area: Secondary Education

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services improved and HIV/aids infections reduced	HIV/Aids Awareness created to 100 teachers and 1000 students by 2023	Teach teachers and students Mobilizing fund Supporting special needs	Number of teachers and students taught
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	11 anti-corruption meetings to 11 secondary schools conducted by 2023.	Conduct meetings Mobilize fund	Number of secondary schools conducted with ant corruption meeting
C. Access to Quality and Equitable Social Services Delivery Improved	4,300 text books for form 1-VI students acquired by 2023	Solicit fund for buying text books	Number of text books acquired
	5 Girls Hostels in five secondary schools constructed by 2023.	Mobilize community members.	Number of hostels constructed
	20 classrooms in eight secondary schools constructed by 2023.	Mobilize community members.	Number of classrooms constructed
	40 science and mathematics teachers for secondary schools	Solicit employment permit	Number of Teachers employed

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	employed by 2023.		
	3880 secondary school students offered meals by 2023	Mobilize community to offer food	Number of students provided with food
	Training 80 secondary school teachers provided by 2023	Soliciting fund for in-house training	Number of teachers trained
	Form four pass rate increased from 81% to 90% by 2023.	Conduct test, examinations (internal and external)	Pass rate increased
	100 teachers houses constructed by 2013	Mobilize fund Mobilize community	Number of Houses constructed
	2 Secondary schools constructed by 2023	Mobilize fund Mobilize community	Number of secondary schools constructed
	6 administration block constructed by 2013	Mobilize fund Mobilize community	Number of administration block constructed
	24 latrines in secondary schools constructed by 2023	Mobilize fund Mobilize community	Number of latrines constructed.
	9 secondary schools surveyed by 2023	Mobilize fund Mobilize community	Number of schools surveyed.
	Electricity to 2	Mobilize fund	Installed

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	secondary schools installed by 2023	Mobilize community	electricity.
	11 secondary schools Supervised by 2023	Mobilize fund Mobilize community	Number of secondary supervised.
	Good governance course/seminal to 11 Head of schools and 3 Municipal Officials to be offered by 2023	Seek fund from central government and other stakeholders for good governance course	Number of Head of schools and municipal officials offered
E. Emergency and Disaster Management Improved	11 head of schools trained by 2023	Mobilize fund	Number of head teachers trained

4.4.6 Strategic Objective 6

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced
- G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.6.1 Result Area: Lands, Town Planning and Natural Resources

Strategic Objective	Targets	Strategies	Performance Indicators
A. Improve services and reduced HIV/AIDS	10 Department staffs Capacitated with preventive measures on HIV/AIDS by June, 2023	Create awareness to department staffs on HIV/AIDS preventive measures	Number of department staffs capacitated
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	10 department staff Capacitated on anti-corruption strategies at work place by June, 2023	Provide awareness through seminars and workshop	Number of staff trained
C. Improve access/quality and equitable social services delivery.	Unplanned settlement areas reduced from 3 – 0 by June, 2023	Regularize the squatter areas in Mnazi mmoja, Mitwero and Mbanja	Number of squatter areas reduced.
	Capacitate 5,000 Marginalized people to access formal land by June, 2023	Produce plots with low costs	Number of marginalized people access formal land
	Informal settlements in Municipality reduced from 204 – 0 by June, 2023	Conduct seminars and meetings on how to control and administer urban land use development to their areas in all wards	Informal settlements in Municipality reduced

Strategic Objective	Targets	Strategies	Performance Indicators
C. Improve access/quality and equitable social services delivery.	Certificate of Occupancy to 5,000 on Surveyed plots Granted by June, 2023	Create awareness through meetings and advertisement about importance of Certificate of Occupancy on both social and economic.	Number of land owners with Certificate of Occupancy increased
D. Increase of quality and quantity of social services and infrastructures	300 plots for public use public buildings, gardens and open spaces within Municipal Council Surveyed by June, 2023	Procure total station and High deferential GPS (RTK) instruments; facilitate survey activities (transport, purchase of beacon etc.)	Number of public use plots, buildings, gardens and open spaces within Municipality surveyed
	Municipal land information data base installed by June 2023	Construct GIS work station and digitizing all town planning, survey and planes, merge all related information into the database such as use, owner information, accessibility, supply of social services etc.	Municipal land information data base installed.

Strategic Objective	Targets	Strategies	Performance Indicators
D. Increase of quality and quantity of social services and infrastructures	Conducive Working environment for all department staffs provided by June, 2023	Construct GIS work station and Staff office with equitable land registry, Municipal to buy the essential tools/equipment -20 computers, 5 photocopiers, 2 Scanners, 2 Plotter A0, 8 file cabinets, 2 motor vehicles, 40 Chairs, 20 Tables	Conducive Working environment for all department staffs provided
E. Good governance and administrative services enhanced	20 staffs in the department provided with in service training by June 2023	Facilitate provision of regular training/seminars/workshop to the staffs, Provide training on the ethos of ethics and integrity and on anti-corruption strategies and measures of transparency and integrity	Number of staffs provided with in service training
G. Management of Natural Resources and Environment	1,500,000 trees planted by 2023	Allocate fund Mobilize community participation in tree planting	Number of trees planted

Strategic Objective	Targets	Strategies	Performance Indicators
	Controlled destruction from wild animals in 4 wards by June 2023	Allocate fund Involve district game office	Number of controlled wards with destruction from wild animals
	Natural and mangrove forest patrol conducted once monthly by June 2023	Enforce forest law and regulation Allocate fund for patrol	Natural and mangrove forest patrol conducted

4.4.7 Strategic Objective 7

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

4.4.7.1 Result Area: Agriculture, Irrigation and Cooperative

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	22,000 farmers and staffs trained about HIV/AIDS by 2023	Facilitate training	Number of farmers and staffs trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	200 farmers trained about corruption by 2023	Facilitate training	Farmers trained
C. Access to	Two	Create	Number of

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Increased crops productivity from(0.80 to 1.2) tones/ha by 2023	Improve extension service, use improved seeds, good agronomics practices	Increase of crop and production productivity
	One dam constructed for rainwater harvest by 2023	Solicit funds	Number of dams constructed
	Three agriculture resources center constructed by 2023	Solicit funds for resource center construction	Number of agriculture resource center constructed
	Five warehouses constructed by 2023	Solicit funds for ware houses construction,	Number of warehouse constructed
	Two irrigation schemes constructed by 2023	Solicit funds for schemes construction,	Number of irrigation schemes constructed
	AMCOS encouraged purchase five tractors by 2023	Solicit fund, Facilitate purchase	Number of tractors purchased
	10 farmers group trained on proper handling and use of	Facilitate training to group of famers	Number of farmers group trained

Strategic Objective	Targets	Strategies	Performance Indicators
	agricultural implements by 2023		

4.4.8 Strategic Objective 8

- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced

4.4.8.1 Result Area: Planning Statistics Monitoring and Evaluation

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	5 Council budget plans prepared and submitted by 2023	Conduct budget preparation sessions Solicit fund	Number of Council budget plans prepared and submitted
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Implementation of Lower level projects increased from 10 to 20 by 2023	Mobilize community to contribute Solicit fund	Percent of community projects implemented
	5 Strategic projects implemented in Lindi Municipality by 2023	Solicit fund Use public private partnership	Number of strategic projects implemented
	Community initiated projects increased from 5 to 20 by 2023	Mobilize community to contribute	Number of community initiated projects

Strategic Objective	Targets	Strategies	Performance Indicators
	15 community development projects completed by 2023	Solicit fund Mobilize community to contribute	Percent of initiated projects completed
	Rate of projects Monitoring and Evaluation increased from 88% to 95% by 2023	Ensure availability of transport facility Prepare working tools	Percentage increase in development projects monitored and evaluated
E. Good Governance and Administrative Services Enhanced	Rate of Working tools availability to Planning officers increased from 60% to 90% by 2023	Facilitate availability of working tools and equipment. Mobilize fund	Increased in rate of working tools availability

4.4.9 Strategic Objective 9

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment Improved

4.4.9.1 Result Area: Community Development, Social Welfare and Youth

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	28 Community Development Staffs facilitated on HIV/AIDS awareness by June 2023.	Undertake regular and supportive supervision for HIV/AIDS activities to the department staff Support CHAC to attend zonal meetings and capacity building trainings.	Number of staff facilitated on HIV/AIDS
	40 income generating groups of PLHIV formulated by June 2023	Financial support to people living with HIV/AIDS	Number of PLHIV groups formed
	20 Multi sectoral HIV/AIDS Committee (WMAC/MMAC) in 20 Wards and in 117 Mitaa capacitated on HIV/AIDS prevention measures by June 2023	Support s WMAC and MMAC with working tools Support WMAC and MMAC financially to conduct HIV/AIDS campaigns Conduct regular meetings with WMAC and MMAC for evaluation purposes	Number of working tools provided

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	117 Mitaa sensitized on the avoidance of outdated norms and values which contributes to the spread of HIV/AIDS by June 2023	Conduct sensitization meetings to Mitaa leaders to set strategies of abolishing outdated norms and values which contribute to the spread of HIV/AIDS	Number of sensitization meetings conducted to the Mitaa Leaders
		Conduct sensitization meetings to the people through Mitaa General Meetings on how to abolish outdated norms and values which contribute to the spread of HIV/AIDS	Number of sensitization meetings conducted to the people through General Meetings
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	28 Department staffs trained on strategies for combating petty and grand corruption by June 2023	Conduct training to staffs on impacts of corruption	Number of staff trained on corruption prevention
		Support Staff to access materials on Policy, Regulations and Acts concerning with corruption prevention	Number of materials supplied

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	110 Youth and Women Economic groups supported with loans in 20 Wards by June 2023	Assist formation of Youth and Women Economic groups Provide loans for Youth and Women Economic groups	Number of Youth and Women groups formed
	110 Youth and Women Economic groups trained by June 2023	Train Youth and Women Economic groups on income generating activities	Number of Youth and Women groups trained
	3 SACCOS formed and capacitated in Lindi Municipal Council by June 2023	Mobilize community to form SACCOS	Number of SACCOS formed
	3SACCOS formed Trained on how to solicit funds and keep records by 2023	Solicit Fund	Number of trainings conducted
	2 Recreation Centres constructed by June 2023	Solicit funds from government and other stakeholders	Number of recreation centers constructed
	1Municipal building renovated to be a Community Centre by June	Solicit funds from government and NGOs to renovate a building for	Municipal building renovated to be a Community Centre

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	2023	community centre	
	2453 members of VICOBA capacitated on financial matters by June 2023	Conduct sensitization meetings to form VICOBA in 117 Mitaa Conduct Trainings to VICOBA leaders on how to operate them for their sustainability Liaison with TASAF to assist the established VICOBA to acquire tools for cash storage and recording	Number of sensitization meetings conducted
E. Good Governance and Administrative Services Enhanced	28 CDOs equipped with working tools by June 2023	Purchase computer sets and office stationeries Solicit funds	Computer sets and stationeries purchased
F. Social Welfare, Gender and Community Empowerment Improved	GBV and VAC issues mainstreamed to 10 community development staff and victim of GBV and VAC in 20	Conduct training sessions on gender policy, and provide assistance to victims of GBV and VAC Conduct campaigns in	Number of people trained and assisted in GBV and VAC issues

Strategic Objective	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	Wards by June 2023	Mitaa on fighting against GBV and VAC Mobilize formation of GBV and VAC clubs in primary and secondary schools Work in collaboration with Children and Women Paralegals residing in Lindi MC to put strategies of fighting GBV and VAC Conduct forums with NGOs to discuss on how to fight against GBV and VAC	
			Number of campaign meetings conducted
	2354 Orphans and Most Vulnerable Children assisted to acquire education by June 2023.	Support children with school material, school fees, food, psychosocial support, and legal services.	Number of orphans and Vulnerable children supported
	2 Surveys to	Conduct survey	Number of

Strategic Objective	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	identify people with disabilities conducted in 20 Wards by June 2023	to identify people with disabilities in 20 Wards of Lindi Municipal Council	surveys conducted to identify people with disabilities
	10,000 elders supported to access health services by June 2023	Provide Health Insurance Cards to elders.	Number of elders provided with Health Insurance Cards
	1000 women and men trained on gender issues by June 2023	Conduct Train of Trainers to Women and men at Mitaa and Ward levels to advocate on gender issues	Number of trainings conducted
	10 informal sector activities promoted in 20 Wards by June 2023.	Identify activities conducted by informal sector in Lindi Municipality	Number of informal sectors identified
		Conduct trainings to informal sector operators on entrepreneurship and life skills	Number of trainings on entrepreneurship and life skills conducted
	400 Youth educated on adolescence sexual and reproductive health services in 20 Wards by June 2023	Educate Youth on reproductive Health	Number of youth trained

Strategic Objective	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	250 CSOs supervised and monitored in Lindi Municipal council by June 2023	Conduct mapping and monitoring of CSO's in Lindi Municipality	Monitoring reports prepared
	40 people rescued from drug abuse in Lindi Municipality by June 2023.	Educate drug abuse on the negative effects of drug abuse	Number of smugglers rescued
	2468 extremely poor households supported to access basic needs by June 2023	Work with Tanzania Social Action Funds (TASAF) to assist extremely poor households.	Number of extremely poor households assisted financially
	3000 extremely poor people in 87 Mitaa identified by June 2023	Conduct geo targeting survey to identify extremely poor people in 87 Mitaa of LMC	Number of extremely poor people identified
	117 sub projects identified for extremely poor people in LMC by June 2023	Conduct Community Meetings to identify sub projects .	Number of Community Meetings Conducted
I. Improve Emergency and Disaster Management.	100 individuals supported from disasters in 20 Wards by June 2023	Assist victims of disasters with humanitarian needs	Number of disaster victims assisted with humanitarian needs.
	117 Mitaa	Conduct training	Number of Mitaa

Strategic Objective	Targets	Strategies	Performance Indicators
I. Improve Emergency and Disaster Management.	Disaster Management Committees trained on disaster handling by June 2023	to Disaster Management Committees at Mitaa level	Disaster Management Committees Trained

4.4.10 Strategic Objective 10

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

4.4.10.1 Result Area: Livestock and Fisheries Development

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	22 livestock and fisheries Staffs facilitated on HIV/AIDS awareness by 2023.	Undertake regular and supportive supervision for HIV/AIDS activities to the department staff	Number of staff facilitated on HIV/AIDS
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	22 Department staffs trained on strategies for combating petty and grand corruption by June 2023	Conduct training to staffs on impacts of corruption Support Staff to access materials on Policy, Regulations and Acts concerning	Number of staff trained on corruption prevention

Strategic Objective	Targets	Strategies	Performance Indicators
		with corruption prevention	
C. Access to Quality and Equitable Social Services Delivery Improved	2020 cattle, 6005 goats, 611 sheep, 74 pigs and 208,409 chicken vaccinated by 2023	Provide vaccination against different livestock diseases in 20 wards Conduct awareness for 11 livestock extension officers on new emerging livestock diseases	Number of animals vaccinated/prevented
	2020 cattle identified by 2023	Facilitate identification 2020 cattle	Number of cattle identified
	22 livestock and fisheries extension workers provided with good working environment by 2023	Facilitate construction of office building for the department.	Number of livestock and fisheries extension workers recruited.
	12 new livestock and fisheries extension workers recruited by 2023	Recruit new livestock and fisheries extension workers	Number of new livestock and fisheries extension recruited
C. Access to Quality and Equitable Social Services	5000 livestock and 801 fisheries	Provide transport (motor bikes) to 11	Number of livestock and fisheries

Strategic Objective	Targets	Strategies	Performance Indicators
Delivery Improved	stakeholders accessed with extension services by 2023	livestock and fisheries extension officers Provide office material of 13 livestock and fisheries officers. Provide livestock and fisheries office with 1 motor car	stakeholders accessed with extension services
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	40 groups of fishers provided with modern fishing vessels by 2023	Mobilize fish stakeholders to form groups for easy access to loans and government Aids	Modern fishing vessels and fishing gear available

4.4.11 Strategic Objective 11

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- E. Good Governance and Administrative Services Enhanced

4.4.11.1 Result Area: Finance and Trade

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Awareness of HIV/AIDS created to 25 staffs by 2023	Conduct seminars.	Number of staffs who have HIV/AIDS knowledge.
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Anti-corruption education provided to 25 finance and trade staffs by 2023	Conduct seminars to 25 staffs of Finance and Trade department	Number of staff provided with Anti-corruption education
C. Access to Quality and Equitable Social Services Delivery Improved	Collection of own source revenue increased from 1.9 bill to 4.7 bill by 2023.	Improve tax payers centers Visits tax payers regular Educate tax payers on importance of paying tax.	Amount of revenues collected
	Electronic Tax payers data base established by 2023	Solicit funds Create awareness to tax payers collectors	Electronic Tax payers data base established
	3 new modern markets constructed by 2023	Solicit funds Identify areas for building new markets Mobilize community to participate.	Number of markets constructed
	5 old markets rehabilitated by 2023	Solicit funds Mobilize community to participate.	Number of markets rehabilitated

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	25 staffs provided with working facilities by 2023	Solicit funds Buy computers, UPS, scanners, Photocopy machines, printers.	Number of computers, UPS, scanners, photocopy machines, printers bought.
	30 revenue collectors trained on revenue collection approaches by 2023	Solicit funds Provide training to revenue collectors	Number of revenue collectors trained
	25staffs trained on operation of accounting packages by 2023	Solicit funds Facilitate training	Number of staffs trained.
	Number of sources of own revenue increased from 40 to 70 by 2023	Identify new sources of own revenue Solicit fund for investments Promote economic opportunities Persuade investors to come for investments	Number of sources of own revenue increased
	2 motor vehicles supplied by 2023	Solicit fund	Number of motor vehicles supplied
	E. Enhance good governance and	Financial reports (i.e. Monthly, Quarterly and Annually)	Prepare Financial reports Submit reports

Strategic Objective	Targets	Strategies	Performance Indicators
administrative services	prepared and timely submitted by 2023	timely	time

4.4.12 Strategic Objective 12

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

4.4.12.1 Result Area: Works

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	12 staffs capacitated on HIV/AIDS infections by June 2023	Allocate Fund Conduct one seminar to 12 work staffs on awareness of HIV/AIDS infection	Number of staff trained/facilitated
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	12 staffs capacitated on anti-corruption strategies by June 2023	Allocate Fund Conduct one seminar to work staffs on anti-corruption strategies	Number of staff trained.
C. Access to Quality and Equitable Social Services Delivery	650 km of storm water drainage Constructed by June 2023	Allocate fund Sensitize Community participation.	Number of km of storm water drain constructed.
	650km of	Allocate Fund	Number of km of

Strategic Objective	Targets	Strategies	Performance Indicators
Improved	storm water drainage Maintained by June 2023	Sensitize community participation	storm water drainage maintained
	17 Health Centers Supervised by 2023	Community participation Allocate Fund	Number of Health Centers Supervised
	195 School facilities supervised by 2023	Allocate Fund Community Mobilizing Allocate Fund	Number of school facilities supervised
	15 Markets Supervised by 2023	Allocate Fund Community participation	Number of markets Supervised
	10 Markets maintained by 2023	Allocate Fund Sensitization Community participation	Number of markets maintained
	3 Buses Stand Constructed by 2023.	Allocate Fund Community sensitization	Number of bus Stands Constructed
	117 Mitaa facilitated on power supply by 2023	Allocate Fund Community contributions.	Number of mitaa covered by power supply.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	300 km of gravel roads constructed by 2023	Allocate fund Mobilizing community to finance the project. Influencing Community to participate on construction fully.	Number of Km of gravel roads constructed

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	100 km of tarmac road constructed by 2023	Allocate fund Contractors Tendering	Number of Km of tarmac roads constructed.
	400 km of Earth road constructed by 2023	Allocate Fund Community participation fully	Number Km of Earth road constructed.
	650km of drainage system constructed by 2023	Allocate Fund Influencing Community to finance and Construction	Number Km of drainage system constructed.
	300 Council Buildings Supervised by 2023	Allocate Fund Community Participation Community contribution	Number of Council building constructed
	5 bridge constructed by 2023	Allocated Fund Community participation	Number of Bridge Constructed
	60 culvert constructed by 2023	Allocate Fund Community participation	Number of Culverts Constructed
E. Good Governance and Administrative Services Enhanced	5 tools box provided on mechanical workshop by June 2023	Allocate Fund Working tools purchased	Number of equipment's provided.
	12 Staffs provided with working equipment's by June 2023	Allocate fund Working tools purchased	Number of equipment's provided
	12 staffs	Allocate Fund	Number of staffs

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Capacitated on long term and Short courses by June 2023	Organize short course and long term course to staffs.	attended.
G. Management of Natural Resources and Environment Enhanced and Sustained	100,000 trees planted by 2023	Allocate Fund Community participation fully	Number of trees planted
	50 Project screened by EAI before Implemented	Allocate Fund Community participation	Number of project screed by EIA

4.4.13 Strategic Objective 13

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Social Services and infrastructures Increased
- F. Social Welfare, Gender and Community Empowerment Improved

4.4.13.1 Result Area: Environmental Conservation and Solid Waste Management

Strategic Objective	Target	Strategies	Performance Indicators
A. Improve Services and Reduce HIV/AIDS Infection	Capacitate 26 staffs in Waste Management and Environment Conservation Department on HIV/AIDS prevention measures by June, 2023.	Provide training programs 26 staff on HIV/AIDS protection	Number of staffs trained
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Capacitate all department staff on anti-corruption strategies at work place by June, 2023	Provide environmental protection and Sanitation in respect to corruption prevention through radio programs, seminars, and workshop	Number of radio sessions, seminars and workshops conducted
D. Quality and Quantity of Social Services and infrastructures Increased.	Increase solid waste collected and transportation to dump site for disposal from 64.7% to 90 %by June, 2023.	Purchase and supply 10 tellers for solid waste collection and transportation to dump site for disposal	Number of solid waste tellers purchased
		Payment of waste management service providers including street cleaners	Amount of solid waste collected and transported to dump site

Strategic Objective	Target	Strategies	Performance Indicators
D. Quality and Quantity of Social Services and infrastructures Increased.		Conduct PPM to dump vehicles and plants (Backhoe, tractors, tellers)	Number of PPM conducted
		Purchase and supply litter bins in 15 streets	Number of litter bins purchased and supplied
	Improve solid waste cost recovery system of 41% to 80% by June, 2023	Identify and register household and business premises in solid waste fee register	Number of solid waste fee register
		Contract revenue collection services to the private sector and to allow contractors to retain 70 percent of the fee collected as running costs	Number of service provider (privete) involve in solid waste Management system
	Improve solid waste management chain system by June, 2023.	Implement the 3Rs (Reduce, Recycle and Recovery) Mechanism in 13 wards.	Number of community groups, NGOs and Company apply 3Rs

Strategic Objective	Target	Strategies	Performance Indicators
D. Quality and Quantity of Social Services and infrastructures Increased.	Increase number of Household sorted and stored solid waste properly from 35% to 50% by June,2023	Conduct sensitization meeting in 20 wards on proper methods and important of solid waste sorting to the environment	Number of sensitization meeting conducted
	Prevent high rate of coastal erosion by June 2023	Construct retain walls 2.5 km along the beaches highly affected	Length of retain wall constructed
		Plant mangrove, trees and grasses along the beaches to reduce direct effect of water waves to the affected areas	Number of mangrove and trees planted
	Reduced rate of deforestation in all wards by June 2023	Conduct monthly inspection to restrict tendency of farmers to clear land for new farms yearly	Number of inspection conducted
		Prepare 4 tree nurseries to supply and plant 1,500,000 trees yearly	Number of tree planted and maintained

Strategic Objective	Target	Strategies	Performance Indicators
D. Quality and Quantity of Social Services and infrastructures Increased.	Increased and maintained public garden for recreational purpose from seedlings of 2 to 10 by June 2023	Identify areas for public garden, Set Infrastructures (seats) and plant ornament	Number of public garden established and maintained
F. Social Welfare, Gender and Community Empowerment Improved	Facilitate community awareness on environmental protection to 117 Mtaa June, 2023.	Participate World Environmental Day commemoration	Number of Mtaa commemorated Environmental Day
		Prepare and distribute information education materials (leaflets, Brochures)	Number of Information education Materials prepared and distributed
		Conduct regular training through Ward Environmental Committees	Number of training conducted
	Strengthen enforcement of Law and Bylaw system on the Management of Environmental and sanitation in 20 Wards by June, 2023.	Review of Municipal Bylaw, Establish mobile court, Establish environmental watchdogs, Establish environmental pressure groups.	Availability of enforcement system for managing environmental resources

Strategic Objective	Target	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	Established communication system on information about climate change disaster Management by June, 2023.	Development of the system, Public awareness on how to use the system	Availability of climate change disaster information system
	40 community based groups (CBOs) for environmental and solid waste Management formulated by June, 2023.	Formulation and Identification of Community Groups	Number of environment and sanitation community based groups (CBOs) formulated
	Strengthened pollution control and management in 20 Wards by June, 2023.	Impose penalties to polluters Purchase of Scientific equipment (Sound/Noise Meters, P ^H Meters, Gas Identifier, Water Parameters)	Number of polluters penalized Number of scientific equipment purchased

Strategic Objective	Target	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	Improved liquid waste management practices in 20 Wards by June, 2023	Arrangement of quarterly meetings with stakeholders for Liquid Waste Management	Number of Wards improved on liquid waste management
	Involvement in environmental assessments activities (i.e. EIA's, EA, SEA, EMP e.t.c) of all projects under taken in the Municipality by June, 2023	Environment Officers involved in Review Process for different Projects submitted within Municipal, Participation on Technical Meeting (TAC Meeting)	Number of department staff attended in environmental assessments for various development projects

4.4.14 Strategic Objective 14

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

4.4.14.1 Result Area: Procurement Management Unit

Strategic Objective	Target	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	3 staffs trained on the effects of HIV/AIDS by June, 2023	Provide training Solicit funds	Number of staff trained
B. National Anti-Corruption Implementation	3 PMU staffs sensitized on anti corruption	Provide training Conduct workshops	Number of staff trained Number of

Strategic Objective	Target	Strategies	Performance Indicators
Strategy Enhanced and Sustained	practices by June, 2023	Solicit funds	workshops conducted
E. Good Governance and Administrative Services Enhanced	8 sensitization meetings on public procurement conducted to 20 Wards by June 2023	Facilitate the community Solicit funds	Number of community members trained on procurement procedures
	Computerize assets register software installed to 13 departments and 6 sections by June 2023	Update asset register Solicit funds	Number of assets register Software installed
	Statutory procurement requirements facilitated to 13 departments and 6 sections annually by June 2023	Set budget Involve head of department and sections in tendering process	Number of departments and sections facilitated with statutory procurement requirements
	5 Tenders advertized annually by 2023	Set budget Involve head of department and sections in tendering process	Number of tenders advertized

4.4.15 Strategic Objective 15

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

4.4.15.1 Result Area: Legal and Security

Strategic objective	Target	Strategies	Performance Indicators
A. Services and reduce HIV/AIDS infection improved	160 Ward Tribunal Members facilitated on HIV/AIDS awareness by 2023.	Conducts awareness meetings	Number of Tribunal members facilitated
B. Effective implementation of the National Anti-corruption Strategy enhanced and sustained	7 legal section staffs and 160 Ward Tribunal Members trained on how to combat petty and grand corruption by 2023	Prepare capacity building plan Train staffs	Number of staff and Tribunal members trained
E. Good Governance and Administrative Services enhanced	20 sensitization meetings on Municipal By-laws to WEOs and MEOs conducted by 2023	create awareness on laws and bylaws at Ward level Organize meetings	Number of meetings conducted
	Legal advice and relevant guiding laws provided to 13 HODs and 6 HOSs by 2023	Provide Legal Advice and relevant guiding laws	Number of HODs and HOSs provided with legal advice
	13 new legal section staffs employed by 2023	Employ new staffs	Number of new staffs employed
	1 Modern legal section office constructed by 2023	Solicit fund	Modern legal section office.

Strategic objective	Target	Strategies	Performance Indicators
E. Good Governance and Administrative Services enhanced	160 Tribunal Members trained on Land and Matrimonial laws by 2023	Prepare capacity building plan Train Tribunal members	Number of staff and Tribunal members trained
	20 Ward Tribunals monitored and supervised by 2023	Solicit fund Supervise Tribunals	Number of supervision reports for each Tribunal
	1 Car for Legal Section office supplied	Solicit fund	A car for Legal Section
	5 sets of law reports and 20 Acts of Parliament purchased by 2023	Solicit fund	Number of sets of law reports and Acts of Parliament

4.4.16 Strategic Objective 16

B. National Anti-Corruption Implementation Strategy
Enhanced and Sustained

E. Good Governance and Administrative Services Enhanced

4.4.16.1 Result Area: Internal Audit Unit

Strategic Objective	Target	Strategies	Performance Indicators
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	4 Staffs trained on Corruption fighting by 2023.	Create awareness	Number of Staff trained

Strategic Objective	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced	Council accounts, assets and liabilities audited by June, 2023	Conduct pre-audit	Number of audit reports improved
	Internal control systems in 9 LMC Departments reviewed by June, 2023	Allocate funds Conduct training	Number of departments/Unit with clean report
	Audit skills and techniques to 3 Internal Auditors provided by June 2023	Train Internal Auditors	Number of audit staffs trained
	Working facilities and benefits to 3 Internal Audit staffs provided by June, 2023	Allocate funds	Number of staffs received statutory benefit

4.4.17 Strategic Objective 17

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.17.1 Result Area: Beekeeping

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	6 bee section officers capacitated on HIV/AIDS infection by 2023	Create awareness on HIV/AIDS infection	Number of officers capacitated
B. National Anti-	6 bee section	Create	Number of

Strategic Objective	Targets	Strategies	Performance Indicators
Corruption Implementation Strategy Enhanced and Sustained	officers capacitated on anti-corruption strategy by 2023	awareness to officer on effects of corruption	officers capacitated
C. Management of Natural Resources and Environment Enhanced and Sustained	500beekeepers and 10 bee product dealers trained by 2023	Conduct training and seminars to beekeepers and bee product dealers	Number of beekeepers and bee product dealers trained
	Scaled-up beekeeping and management from 225 to 500 beekeepers by 2023	Mobilize community to ensure fully participation Create awareness to potential wards Solicit fund for purchase motorbikes	Number of beehives and beekeeper from potential wards increased
	Environment for bee apiary site in 10 Wards within the Municipal council facilitated by 2023	Mobilize community to ensure full participation Solicit fund	Number of wards with improved apiary site
	Working facilities to 9 bee section officers purchased by 2023	Allocate fund for purchase of facilities	Number of working facilities increased

Strategic Objective	Targets	Strategies	Performance Indicators
C. Management of Natural Resources and Environment Enhanced and Sustained	Public sensitized on poverty alleviation through practicing beekeeping by 2013	Create awareness	Public sensitized

4.4.18 Strategic Objective 18

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- I. Emergency and Disaster Management Improved

4.4.18.1 Result Area: Information Communication Technology and Public Relation

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Train 3 Information Communication Technology and Public Relation staffs on HIV/AIDS prevention measures by 2023	Provide training to Information technology communication and public relation staff on HIV/AIDS prevention measures	Number of staff trained on HIV/AIDS prevention measures
B. National Anti-Corruption Implementation Strategy	3 Information Communication Technology and Public Relation	Increase awareness and compliance on	Number of staffs Capacitated on combating

Strategic Objective	Targets	Strategies	Performance Indicators
Enhanced and Sustained	staffs Capacitated on combating corruption by 2023	laws, regulations and guideline.	corruption
C. Access to Quality and Equitable Social Services Delivery Improved	Number of staff in ICT and public relation increased from 3 to 5 by 2023	Recruit new staffs	Number of staff in the department
	Number of computer literate staffs increased to 887 by 2023	Train staff on usage of computers	Number of staffs with computer knowledge
	Municipal website utilized by 100% by 2023	Upload and update information regularly	Amount of information uploaded
	3 ICT staffs trained on system monitoring by 2023	Allocate funds for training, purchase of equipment	Number of ICT staff trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	All offices and department connected to Municipal LAN by 2023	Conduct survey, Solicit fund, Improve Network Infrastructures	Number of offices and department connected to LAN
	GoT-HOMIS installed to 3 Health centers by 2023	Prepare infrastructure for installation of system, train users, provide support	Number of health centers using GoT-HOMIS
	Municipal Data center	Purchase equipment,	Presence of data center

Strategic Objective	Targets	Strategies	Performance Indicators
	established by 2023	find location	
I. Emergency and Disaster Management Improved	ICT Disaster recovery plan prepared by 2023	Develop ICT disaster recovery plan	Presence of ICT disaster recovery plan

4.4.19 Strategic Objective 19

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

E. Good Governance and Administrative Services Enhanced

4.4.19.1 Result Area: Election Administration

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services enhanced.	Polling Stations increased from 87 to 117 by June, 2023	Solicit funds	Number of Polling stations increased.
E. Good Governance and Administrative Services enhanced.	Community involvement in election increased from 76.7% to 100% of registered voters by June, 2023	Provide civic education to the community, Conduct Publicity, Solicit funds.	Percent of community involvement in general and Local government elections increased.
	Twenty motivational meetings conducted to 20 Wards by June, 2013	Solicit funds, Educate on the importance of participating in election	Number of motivational meetings conducted.

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services enhanced.		activities, Motivate by giving them statutory incentives.	
	Vacant posts reduced from 5 to 0 by June, 2023.	Solicit funds, Appoint election officials, Train election Officials, Prepare election materials, Prepare election polls.	Number of Vacant Posts reduced.
B. National Anti-Corruption Implementation Strategy enhanced and sustained.	Anti-corruption practices to 'Mtaa' Chairpersons reduced from 6% to 0% by June, 2023.	Solicit funds, Hire facilitator, Purchase facilitation material.	Percent of anti-corruption practices reduced.

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION, REVIEW, REPORTING PLAN, RISK MANAGEMENT AND ASSUMPTIONS

5.1 Implementation

The implementation of this Strategic Plan (2018/2019-2022/2023) for Lindi Municipal Council shall be the responsibility of all stakeholders of the Town Council. The Municipal Director (MD) who is the Chief Executive Officer of the Municipal Council shall be responsible for the day to day implementation of the Strategic Plan. The MD will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. The MD with the support of the Council Management Team shall regularly the implementation, monitoring and evaluation of this Strategic Plan to the Municipal Council meetings. In order to achieve the strategic plan milestones for all 19 Service Areas (Departments and Units), the Planning, Statistics and Monitoring Department is responsible to coordinate and provide oversight on the implementation, monitoring and evaluation of the Strategic Plan. Thus, the respective Service Areas shall be responsible for the day to day implementation of the Plan with the support of stakeholders from within (higher to lower levels of the Council) and outside the Council. The implementation of this Strategic Plan provides the following information: activities and sub-activities for each of the target; milestones for the activities; time frame (the dates within which the activities are to be accomplished); duration of implementing each activity; responsible (a person in-charge of each activity); inputs; and budget. Table 39 shall guide the format of the implementation plan and cumulative budget.

**Table 39: Example of implementation plan: Result Area:
Election Unit**

No	Strategic Objective	Strategies	Target	Activity	Budget				
					2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
1	A:		1.	1.1					
				1.2					
				1.3					
	B:		2.	2.1					
				2.2					
				2.3					

5.2 Monitoring

Monitoring is a systematic and continuous collection and analysis of data for the purpose of comparing how well the Strategic Plan is being implemented against expected results. The data and performance indicators continuously generated through monitoring are used as early warning signs to alert the Council Management Team (CMT) to constraints and opportunities requiring attention and action with the aim of improving chances of success in the Strategic Plan implementation. Monitoring focuses on resources activities and results. Strategic Plan monitoring is an integral part of day-to-day management of the council. Its purpose is to provide the information by which management can identify and solve implementation problems, and assess progress in relation to what was originally planned. Monitoring is therefore a tool for identifying strengths and weaknesses during implementation of Strategic Plan and for providing stakeholders with sufficient information to make the right and timely decisions. Monitoring is usually carried out to ascertain whether the Strategic Plan activities are being implemented as planned, and if not, why. Listed below are some of the areas that are normally monitored in a Strategic Plan:

- **Time/schedule performance:** Time is monitored in relation to technical and financial performance. Time in the context of a Strategic Plan is planned to inform activity schedules.
- **Cost/Budget (cost performance/financial) monitoring:** This monitors budgeted costs compared to actual costs incurred during implementation of a Strategic Plan.
- **Work quantity (input – output) performance:** It is important to monitor both the quality and quantity of inputs and outputs.
- **Work quality (Technical performance):** This monitors how far the planned technical specifications have been carried out. Technical specifications here refer to aspects like: Is it the right standard? Is it the right dimension? Is it the right mix of inputs?

- **Activity monitoring** determines whether the planned activities are being implemented or not. If so, are they timely and within the projected resource limits?
- **Process monitoring** at the local government level looks at other process related performance. In this case it is vital to monitor compliance to the local government laws and regulations, i.e. local government planning, finance management, procurement, and contract management procedures.

Monitoring reports shall be prepared monthly, quarterly, semi-annually and annually and shall be presented by the Head of the Planning Statistics and Monitoring department to the CMT and Full Council. There are number of formats of the progress reports at the Council. Table 40 presents monitoring tools of this Plan and table 40 shall guide the format of the progress reports.

Table 40: Monitoring Tools

Reporting/analysis	Validation	Participation
<ul style="list-style-type: none"> ▪ Annual project report ▪ Quarterly/progress report ▪ Work plans ▪ Project delivery reports ▪ Substantive project documentation 	<ul style="list-style-type: none"> ▪ Field visits ▪ Spot check visits ▪ External assessment/monitoring ▪ Client surveys ▪ Evaluations 	<ul style="list-style-type: none"> ▪ Outcome groups ▪ Steering committees ▪ Stakeholder meetings ▪ Focus group discussions ▪ Annual reviews ▪ Midyear and Quarterly reviews

Table 41: Example of quarterly progress report

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

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

5.3 Linking Individual Staff Performance with the Strategic Plan

It is envisaged that the efforts of each and every individual staff shall be contributing to realize the vision, mission, strategic objectives, targets and strategies of the Strategic Plan. This is achieved through the annual planning exercise and use of performance agreements. The annual performance agreements shall be improved to provide this linkage. The instruments for performance appraisal have been improved to accommodate the results orientation introduced in this strategic plan. Individual staff shall agree with their heads of Service Areas (Departments and Units) on their performance targets. Individual performance plan shall be directly linked to the annual targets set out in the council plan or to the strategies which are employed to each target. Specific activities for implementation of the targets shall be determined and agreed during annual planning exercises. Performance Indicators, respective targets and means of verifications shall also be set during these annual exercises and shall form part of the performance agreements.

5.4 Evaluation

In order to assess the plan performance, there shall be annual plan evaluation exercises for the entire plan period. Match activity funding with plan implementation, evaluation and review. It is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are Mid-term evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation is Terminal evaluation to be carried at the end of the planned period using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities. There are various types of evaluation depending on the basis of categorization. The basis may include coverage or scope, timing, who does the evaluation and a comparison of input – output relationship.

5.4.1 Coverage

- Partial evaluation: covers some aspects of the Plan as opposed to the entire Strategic Plan;
- Comprehensive evaluation: covers all aspects of the Strategic Plan and is usually done mid-way through the Plan implementation to determine which course the Plan should take or after Plan completion to determine what impact it has made.

5.4.2 Timing

- Ex- ante evaluation or baseline assessment: carried out during situation analysis stage of the strategic planning process in order to gauge viability and need assessment to justify activities for each target;
- Ex-post evaluation: carried out when the activities for each target have been completed;
- On-going evaluation (formative/mid-term review): takes place at intervals during the implementation in order to ascertain the continuing validity of the assumptions of the

Strategic Plan to establish whether it is on track to meet its vision, mission, strategic objectives and targets;

- Terminal evaluation: done at the end of the Plan life to determine its relevance.

5.4.3 Who does the evaluation (agents)?

- Built in self-evaluation: conducted by those directly involved in the implementation;
- Participatory evaluation: staff and external evaluators consult with the beneficiaries;
- External evaluation: carried out by individuals outside the implementing team.

5.4.4 Input-output relationships:

- Performance appraisal: focuses on the three elements of the Plan (technical, time and cost);
- Audits: focus on financial performance;
- Results evaluation: taken at or towards the end of the Plan to determine whether the Strategic Plan targets and strategies have been used to achieve the planned objectives;
- Cost/benefits assessment: to ascertain whether benefits realized from the Strategic Plan actually justify the resources expended to achieve them;
- Impact studies: inform whether the Plan actually made the desired impact.

These types of evaluations shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Plan. During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress will be developed. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources.

Performance indicators as a unit of success will be both quantitative and qualitative.

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

5.5 Plan Review

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

5.6 Reporting Plan

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

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 7 external reports provided to external organs; these include: The Council CCM Manifesto Implementation Report submitted to the Regional Commissioner Officer, Regional Administrative secretary and to the Ministry Responsible for Local Government. The Council Performance and Progress Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Annual Audited Financial Statements submitted to Regional Administrative Secretary, Ministry Responsible for Local Government and the Controller and Auditor General. The Council Fraud and Risk Management Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Council Audit Report submitted to the Regional Administrative secretary and Ministry of Finance, the Council Procurement Report submitted to Regional Administrative secretary and Public Procurement Regulatory Authority and the Council Sector Progress Report submitted to Regional Administrative secretary and Ministry responsible for each sector.

5.7 Risk Management

Both internal and external events and scenarios that can inhibit council's ability to achieve its strategic objectives represent strategic risks, which are the focus of strategic risk management. Strategic risk management can be defined as the process of identifying, assessing and managing the risks associated with the organization's business strategy. As part of its risk management activities, the council shall conduct annual review of risk factors that may have an impact on its ability to achieve strategic outcomes. Risk factors change over time as a result of changes in different factors such as

changing economic, social, political, technological and other conditions that directly impacts the operations of the council.

5.8 Assumption

The main assumptions of the 2018/2019-2022/2023 Strategic Plan for Lindi Municipal Council are as follows:

- Adequate financial controls and procurement processes resulting in efficiency, effective and compliance to legislation
- Adequate human capital management including attraction, retention, development and succession planning
- Adequate performance management and measurement systems resulting into achievement of established annual targets
- Adherence of the service providers and other stakeholders to adhere to legislations and regulations.
- Absence of political interference that involve infringement of the mandate of the council
- Existence of stable and harmonious relationship between the council and other key stakeholders.
- Existence of social, political and economic stability in the country.
- Planned expenditures and revenues are based on the actual figures of each financial year.
- New sources of revenues are approved and become operational in each financial year.
- Personnel expenses and subvention from the central government are expected to increase over the life time of this Plan.
- Effective internal arrangement and mechanisms for the implementation of the Plan
- Working tools of the different types and other capital expenditures are expected to be purchased.

- The successful implementation of this Strategic Plan requires effective mobilization of sufficient financial and non-financial resources.
- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of customers and community at large in implementing the strategic plan
- Timely disbursement of fund from the central government and other development partners.
- Continued provision of technical support, policies, guidelines and financial support from the central government
- Continues stability and improved economic growth of the country
- Continued good leadership at the Council level
- The envisaged strategic outcomes reflect the anticipated developments in the Council; and
- Positive responses of stakeholders to environmental conservation in the council.