

UNITED REPUBLIC OF TANZANIA

Prime Ministers Office
Regional Administration and Local Government



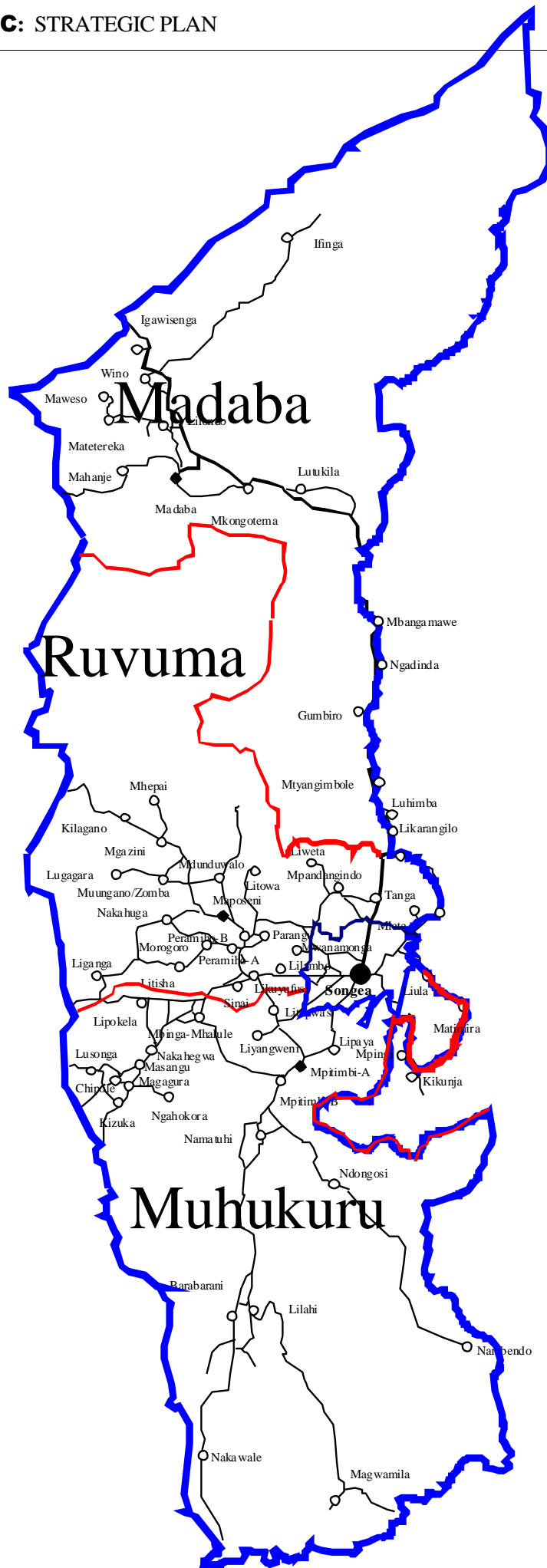
SONGEA DISTRICT COUNCIL

STRATEGIC PLAN 2008 – 2012

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FOREWORD

The Five Years Rolling Strategic Plan of Songea District Council defines the future direction of the Council for the period 2009/10 – 2011/12 by setting the goals, defining the major strategy and strategic objectives, the strategies, activities and resources needed to realize the vision. It is based on a systematic assessment of the existing situation and was developed through a highly participatory process involving all key stakeholders.

The Songea District Council Strategic Plan has also taken into consideration the outcomes of the activities as outlined in the SDC's **Medium Term Frame Expenditure FY 2008/2009** and the **Strategic Document** prepared in the year 2007

To achieve the above vision **Songea District Council** has adopted the following broad objectives:

1. Identified gaps in the current performance of different sectors
2. Identified comprehensive objectives and strategies to improve public service performance in collaboration with major stakeholders
3. Developed measures to assess performance
4. Redirected resources to programmes which are most valued by the community.
5. Intends to sustain the promotion of democracy in decision-making process.

When preparing this plan, references were made to past plans and other documents. These included the following: -

- Strategic Plan, 2007
- Songea Development Vision 2025
- National objectives and priorities
- CCM election manifesto 2005
- Tanzania Development Vision 2025
- National Strategy and Poverty Reduction Programme
- Local Government Reform Policy Paper
- Local Government Legislation Act No. 7, 8, 9 and 10
- Council Development Plan and Budget
- Council accounting manuals
- Service Provision Assessment Survey 2006 (TSPA)
-

CHAPTER ONE

1.0 DISTRICT PROFILE

1.1.1 Location

Songea District Council is one of the Five Councils in Ruvuma Region. Local Government Act no. 7 of 1982 established the Songea District in 1st July 2002. The council's area of jurisdiction is 16,727.143 sq kms. The district shares with the borders with the Republic of Mozambique in Southern west, Mbinga District in the West, Namtumbo District in the East and Ulanga (Morogoro Region) and Njombe (Iringa Region) in the North.

Songea District Council is located in the Southern part of Tanzania mainland . It is situated between Latitude 9°75` to 11°41` South and Longitude 30°10` to 36°45` East.

1.1.2 Area and Administration Distribution.

Songea is estimated to cover **16,727.143** km² of total area, out of that 3,013.143 is covered with water bodies, that is rivers. It lies along Longitude 35°,10'E and 36°,45'E also along latitude 93°75' and 11°,41'5. The surface area of Songea District is 13,455 km² whereby the land area is 13,320 km² and 135 km is water area. The land area is 99% and 1% is water area of total surface area.

Table 1: Area and population Density

No	Ward	Area (Km ²)	Population Density
1	Wino	703.851	18
2	Ndongosi	636.393	28
3	Matumbi	2,287.516	1
4	Tanga	312.146	54
5	Gumbiro	1,170.546	12
6	Mpitimbi	404.971	36
7	Muhukuru	2,140.595	5
8	Magagura	1,504.201	15
9	Litisha	372.763	37
10	Kilagano	2,050.197	8
11	Maposeni	434.890	32
12	Lilambo	124.255	171
13	Mahanje	1,055.776	6
14	Matimira	515.478	4
	Songea District Council	13,714	14

Source: Lands Department, 2008

Administratively the District is divided into 3 Divisions as follows:

Table 2: Administrative Structure:

Division	Ward	Villages	Hamlet/ Vitongoji
Muhukuru	Mpitimbi	5	55
	Muhukuru	4	61
	Ndongosi	3	0
	Magagura	9	61
Madaba	Mahanje	5	38
	Wino	4	43
	Matumbi	1	8
	Gumbiro	6	40
Ruvuma	Tanga	7	28
	Maposeni	7	58
	Lilambo	5	31
	Kilagano	5	45
	Litisha	5	31
	Matimira	5	27
Total		71	526

Source: Administration Department, 2008

1.1.3 Climate

The District has moderate mild temperature averaging between 20°C - 25°C during day time and temperatures, which range twixt 15°C to 17°C during night (especially June, July and August). The Hottest months are September, October and November.

1.1.4 Rainfall

The rate of rainfall, which Songea receives annually, is between 800mm and 1200mm. Songea district has only one rain season (long rains) which is between November- May. Rainfall increases with altitude, hence the lowlands are relatively drier compared to the highlands.

1.1.5 Vegetation

The District vegetation consists of woodlands, bushland thicket, and grassland. Also Miombo Woodlands and Songea fuel and East west Matoigoro, Maposeni and Gumbiro (1,000,000 Ha) land range. Selous National Park situated in the northern part of Songea

1.2 Demographic Characteristics:

1.2.1 Ethnic Group:

The ethnic groups in Songea District are Ngoni, Matengo, Nindi, Yao, Bena, Pangwa, Wandendeule.

1.2.2 Human Population:

The District has a total population of 156,930 (Male 76,898 and female 80,032) according to the year 2002 National Population Census, it is estimated that in 2008 total population is 185,918 whereby 90,728 are men and women are 95,190.

Table 3: Demographic Information (Population Numbers And Household Per Ward)

No	Ward	Male	Female	Total	Household Size	
					Number	Average Size
1	Wino	5,981	6,403	12,384	2,142	4.7
2	Ndongosi	8,983	9,062	18,045	1,099	4.8
3	Matumbi	1,470	1,217	2,687	389	5.6
4	Tanga	8,268	8,539	16,807	2,468	4.7
5	Gumbiro	7,154	7,412	14,566	2,659	5
6	Mpitimbi	7,059	7,718	14,777	2,871	4.3
7	Muhukuru	5,623	5,641	11,264	2,416	4.7
8	Magagura	10,252	11,684	21,936	4,060	4.5
9	Litisha	6,523	7,192	13,715	2,534	4.7
10	Kilagano	7,488	7,995	15,483	1,960	4.6
11	Maposeni	6,934	7,182	14,116	2,468	5
12	Lilambo	10,528	10,766	21,294	3,839	4.7
13	Mahanje	3,364	3,299	6,663	3,098	4.6
14	Matimira	1,101	1,080	2,181	1,892	5
	Total	90,728	95,190	185,918	33,895	4.8

Source: Planning Department, SDC 2008

Over 90% of the Songea Population live in the existing villages, most of them allocated along the Road.

The construction of a tarmac road, from Njombe to Songea at the end of the eighties and the fact that there is abundant uncultivated arable and cheap land, Songea have attracted immigrants from farming communities in over populated parts of the country.

1.2.3 Population Growth And Density:

Songea District has average growth rate now of 4.7%. This rate is higher than National Average of 3.4. The population dispersely scarted with and population density is estimated to be 14 persons per Km²

1.2.4 Migration:

Rural-Urban migration is increasing in the district. Many youths are migrating to Urban centres in search of the employment opportunities. Youths are avoiding crop production which is the main economic activity in the district, some Youth also move to the mining Centre like Tunduru, Mkako Mbinga, Chengena, etc.

1.3 Management

1.3.1 The National Institutional Legal Frame Work

The local Government system in Tanzania is established under section 145 and 146 of Tanzania Constitution of 1977. Therefore the Songea District Council has been established within the legal framework of the United Republic of Tanzania Constitution. The Songea District Council operates with statutory powers provided or in legislation and regulations enacted by the parliament. Local Government Act no. 7 of 1982 established the district Songea District Council in 1982.

1.3.2 At The National Level And The Council Level:

At the national level the key Central Government institution that is involved in enabling Local Government Authorities to operate are the Prime Ministers Office Regional Administration and Local Government (PMO-RALG). The PMO-RALG has an obligation of supervisory roles, policymaking, advisory and monitoring the Local authorities. Under the PMO-RALG, there are other institutions, which perform delegated function on behalf of the Central Government. The Regional Secretariat is responsible for monitoring and advice. The national institutions are supposed to facilitate and enable local authorities to operate.

1.3.3 At The Council Level

At Council level the administration of the SDC includes (1) The Council which is composed of 20 councillors each representing a ward, 5 nominated members and 1 Members of Parliament. These constitute the legislative organ of the council. And heads of departments constitute the executive component of the council.

The Full Council under the elected chairperson is the highest decision making organ in the District. The Council consists of three standing committees:

- The Finance, Personnel management and Planning Committee
- The Education, Health and Water Committee
- The Economic Service, Works and Environmental Committee
- Disciplinary Committee
- HIV/AIDS Multisectoral Committee
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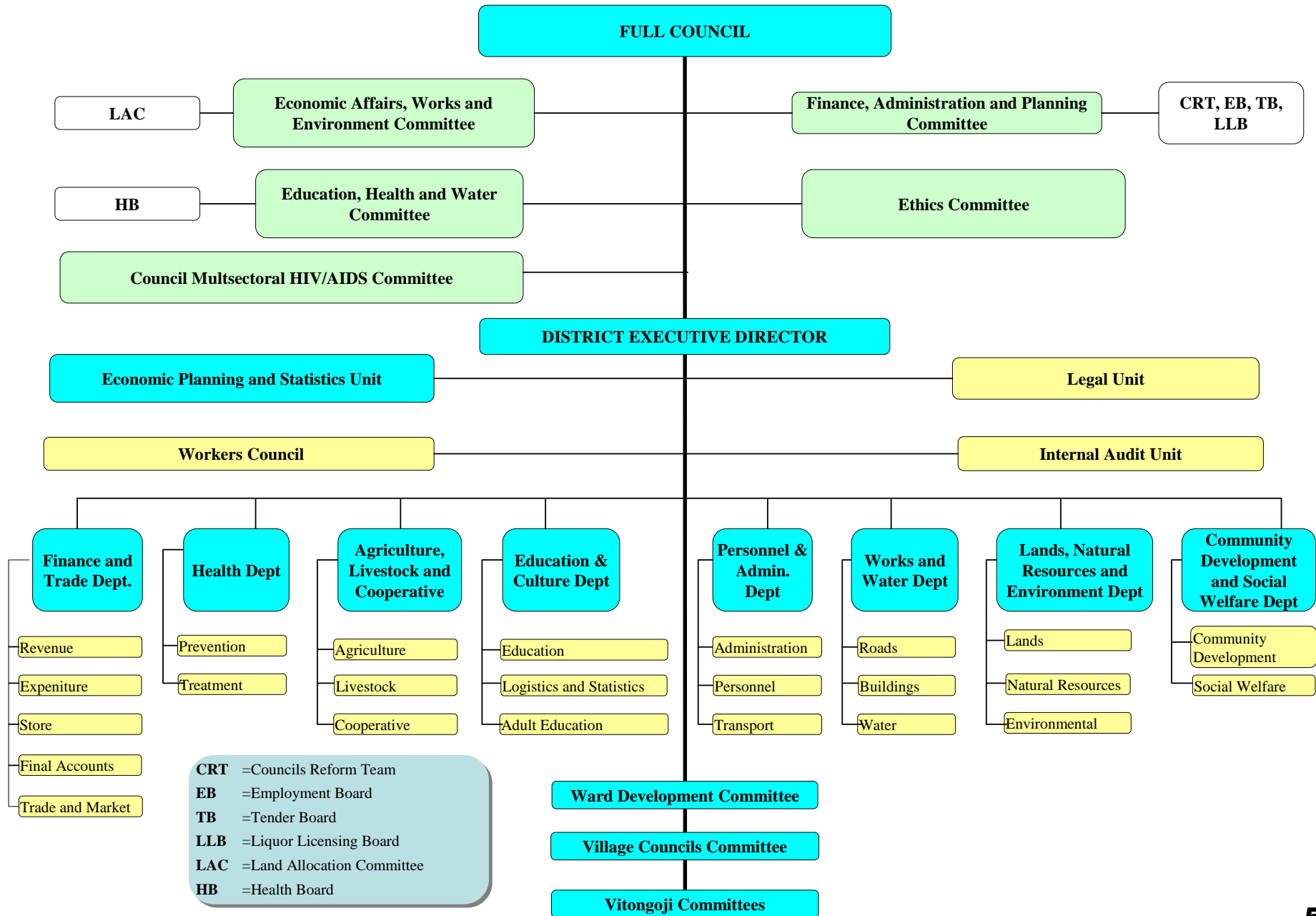
1.3.4 Functions

The day -to -day management of the council is under jurisdiction of the District Executive Director who is assisted by Heads of Departments and section heads. At Ward level the District Council operates through Ward Executive Officers (WEO) who are represent the DED at ward level. The administration of the ward is vested in the Ward Development Committee (WDC). At the village level the District operates through Village Executive Officers. The highest decision making body at village level is the Village Assembly.

Songea District Council Organization structure consists of the three main levels namely the District Council level, the Ward Development Committee (WDC) and the Village Council Government (VCG). At the top of the Council is the Full Council, which is the overall responsible for policymaking and strategy formulation.

A District Executive Director (DED) who is the overall in charge of the council's administration heads the district council. He is the accounting officer, Secretary to the Full Council and Chairperson of Council Management Team.

SONGEA DISTRICT COUNCIL ORGANOGRAM



1.4 Service Provision by Other Providers

A number of NGOs are active service Songea District provider, including locally initiated, local branches of national NGOs/CBOs and international NGOs as shown in table below

Service	Organization
School (Buildings/Equipment/Supplies)	
Health (Buildings/Equipment/Supplies)	
Health (Education/Training/Treatment)	
Farmer Training/Advisory service	WIDA,TCCIA, MREDA
Road construction/maintenance	
Water supply/maintenance	
Environmental conservation	TASAF, DADPs
Poverty Alleviation (youth/women/orphans/disabled)	CARITAS, DMI , WIDA.
Technical training	

Source: Baseline Survey, 2008

1.5 Brief Economic and Social Overview

Songea District is purely an agrarian District with over 90% of its Population residing in the Village tilling the Land. Major Economic activities is Agriculture farming, Lumbering, small business, hunting, etc.

Agriculture is the mainstay and heading productive Sector, which account for more than 85% of the District GDP and per capital income.

Farming especially crop, productions is undertaken by small individual peasant farmers. Cash crops are; Tobacco, Sunflower, Groundnuts, simsim, cashew and coffee. Food crop are; maize, cassava, paddy and beans.

1.6 GDP and Per Capital.

The Regional per Capita Income for year 2001 was amounted to Tshs. 222,339.00, but this newly formed District its per Capita Income is estimated to be more than 200,000.00 due to fall in tobacco production. NOT CLEAR.....

1.7 Employment Opportunities:

Large part of population in Songea is actively engaged in Maize, Paddy, Cassava, and mixed farming. The remained portion is employed in private sector such as trade, carpentry, masonry, mining, fishing, bee keeping etc.

Poverty is characterized by high morbidity and mortality, poor education and nutritional status and high incidence rates among diseases.

1.7.1 Livestock population.

Songea District Council has different types of livestock as shown in the table below.

Number of Livestock per Year	2006	2007	2008
Cattle	21,289	20,985	31,799
Goats	51,469	99,329	45,289
Sheep	2,095	2,358	793
Pigs	20,941	36,019	27,144
Poultry	134,225	254,878	235,602
Donkeys	186	171	231
TOTAL	232,211	415,747	342,866

Source: Department of Agriculture (SDC)-2008.

1.7.2 The Level of Production/Economic Activities.

The residents of Songea District Council engage in various economic activities. These activities include agriculture, animal keeping, fishing, small business activities and timber lumbering. The

following table shows the type of activities, their production and values.

Table No. 2.2. The level of Production and the Values of Economic Activities.

Economic Activity	Production		
	Type	Volume(tones)	Value (Tshs.)
Agriculture	Coffee	28	56,000,000
	Tobacco	200	172,000,000
	Soya beans	389	97,000,250
	Simsim	868	677,040,000
	Sunflower	696	208,800,000
	Maize	88,650	22,162,500,000
	Irish potatoes	510	204,000,000
	Beans	3,587	2,152,200,000
	Cassava	38,863	7,772,600,000
	Paddy	15,772	5,520,200,000
	Jatropha	-	-
	Paprika	62	68,200,000
Animal Keeping	Cow	756	189,000,000
	Goat	3,528	105,840,000
	Pig	5,124	358,680,000
	Chicken	78,769	315,076,000
Natural Resources and Small Industries			
Other Activities (Small Business)			

Economic Activity	Production		
	Type	Volume(tones)	Value (Tshs.)
Total			

Source: Department of Planning (SDC)-2008.

More than 85% of Songea District Council residents are self employed in agriculture and animal keeping, while the remaining 15% engage in fishing, timber lumbering, charcoal burning, small business and office employment. The average per capita income of the people is estimated to be Tshs. 300,000 per annum (2008).

The district consists of three (3) Agro – economic zones which are classified according to their development potentials as following:

1. Highland Zone (1,200m – 1,800m) above sea level
2. Intermediate Zone (600m – 1200m) above sea level
3. Lowland Zone (below 600m) above sea level.

The total land area of the District is km² 16,727.143 while arable land is km² 12,891 (93.9%). The actual land cultivated is km² 1,241.3 (9.8%) only. Crops produced are mainly food crops like maize, paddy, cassava, finger millet, beans, wheat etc. coffee and sunflower are been introduced.

The district has about 1,330587 ha of forests. About 22,383 ha are of forest reserves which produce a number of products like hard timber charcoal etc. Commercial utilization of these resources has not been fully realized due to lack of adequate financial resources by the local entrepreneurs and poor transport system.

The area of SDC is 16,727km² and only 129,046.4 Ha or 9.8% is used as arable land employing 94,818 people, about 50.9% of the population. This indicates that SDC has abundant unused land with unexploited natural resources. This further indicates that the population is dependent on agriculture, which further results to low income per capita currently estimated at sh. 300,000 per household per year.

1.7.3 Poverty

Poverty is characterized by high morbidity and mortality, poor education and nutritional status and high incidence rates among diseases.

1.8 RESOURCE AVAILABLE

1.8.1 Mining:

Songea District Council is not endowed with minerals.

1.8.2 Fishing:

1.8.3 Tourism:

There are various tourist attractions in the council, which need to be developed. These are:

1.8.4 Industries:

No major industry is found in the area of jurisdiction of Songea District Council. The only industries available are the small ones like cereals milling and sun flower and oil extraction machines.

1.9 HINDRANCE AND EFFECTS OF CUSTOMS, DISEASES AND TECHNOLOGY FOR THE COMMUNITY DEVELOPMENT.

1.9.1 Customs:

Customs and other local beliefs are still up held by most of the residents'
.....
.....
.....
.....

1.9.2 Technology:

Level of housing

Level of housing in Songea District is moderate (...Comm. Dev.)

Stove kitchen practices

Firewood .

Farming practices

- Hoe (98%)
- Oxen plough (0.05%)
- Others (1.45%)

1.9.3 Migration

Migration is another threat for Songea District Council. Large numbers of youth are migrating to the urban area, to search for work and small business opportunity, as result there is a reduction of manpower which is essential for farming in village areas.

1.9.4 Disease

In recent years Songea District inhabitants have been affected by diseases such as Malaria and Aids. The number of Aids and Malaria patients has increased.(Data). Aids/ HIV and malaria have affected the capacity of manpower resources and family income. (Levels)

1.10 Sectoral Profile

1.10.1 Human Resource and Administration Sector

Introduction

1.10.2 Policy

1.10.3 Function

- Implementation of Public Service Policies, Labour Laws, Regulations, Standing orders, Directives and Circulars in the council.
- To maintain and facilitate peace, order and good governance.
- Ensuring delegation of economic Development, financial and administrative matters to the divisions, wards, villages, Mitaa and Vitongoji.
- Sensitizing community participation in democratic decision making.
- Human resource forecasting and planning for the council.
- Recruitment, utilization, promotion, remuneration and disciplining of staff.
- Preparation and implementation of efficient office systems
- Safe-custody of council property, materials and documents
- Ensuring staff Development in relevant fields.
- Ensuring efficient management of transportation.

1.10.4 Finance

1.10.4.1 Introduction:

According to the Local Authorities Financial Memorandum made under the Local Government Finance Act No. 9 of 1982 the main functions of Finance Department are:

- To advise the Council in all Financial aspects
- To supervise and ensure that all financial regulations, orders and guidelines as far as Local Government concerned are being followed
- Supervision on revenue collections
- To safeguard Council's monies and all financial documents
- To supervise and ensure that all expenditures are made according to the budget and action plans
- To safeguard all Council's assets
- To prepare each years financial statement and to submit them to the office of Controller and Auditor for audit, and also to reply to all audit queries.

1.10.4.2 Function

- Installation and implementation of sound accounting system in the council

- Interpretation and implementation of Financial and supplies Laws, Regulations, Directives and Guidelines.
- Accurate collection of Council revenue
- Authorization of usage of council Funds b adhering to Financial Laws and Regulations.
- Preparation of annual revenue and expenditure budget
- Accurate and timely recording of books and cash books
- Ensuring that cash books and books of accounts are audited within the legal time.
- Preparation of Monthly, Quarterly, Half Year, and End of Year Trial Balances, Income and Expenditure statements and Balance sheets.
- Compilation of annual requirements of materials and equipments.
- Ensuring that required materials and equipments are produced at competitive prices through adherence to laid down procurement regulations and procedures.
- Ensuring that annual stock-taking is carried out and materials/equipments are valued accurately.
- Ensuring that Development funds and projects funds from Local and external donors are used properly and do yield intended output.

1.10.5 Planning

1.10.5.1 Introduction

Planning Department is a Central Body responsible for coordinating all planning activities in Songea District Council. It has an essential contribution towards the District Development. Its general objective is to bring rapid economic and social development on the rural poor.

1.10.5.2 Function

- Interpretation and implementation of economic planning and Development policies in the council.
- Coordinating and manage the planning process for improving social economic Development for the community in the council
- To foster community Development and stakeholders' participation in the planning process.
- Coordinate and facilitate availability of resources (identify new revenue sources) for Development activities.
- Coordinate data management for project appraisal, planning and evaluation.
- Coordination of annual planning and budgetary Cycle for service delivery.
- Collaborating with other stakeholders in the planning process for HIV/AIDS control

1.10.5.3 Responsibilities and Tasks of the Planning Department:

- Participatory Planning
- Coordinates Plans
- Development Monitoring
- Economic Appraisal
- Coordinate and Supervise NGO's Plans

- Managing, Monitoring District Plans, Implementation and economic ventures of the Council
- Formulation of strategic development policies (Taking consideration guidelines from National and Local demands)
- Secretariat to Songea District Council Standing Committees
- Commissions and supervising research and policy development
- Preparation of various reports.

Planners have been earmarked the following problems as the weaknesses in planning aspects:

1. Data collection
2. Inadequate modern planning techniques to planners

1.10.6 Gender Mainstreaming

As far as gender mainstreaming is concern, the district has established the Gender Task Force which is responsible in ensuring that equal benefits of Songea District Council are realized to both men and women. In order to meet the intended results, the district has already prepared Gender Policy. Apparently Gender awareness at lower level will continue.

1.11 Social Services

1.11.1 Education

1.11.1.1 Introduction

The main objective of the Education sector is to provide formal and informal education services in primary and vocational schools, to strengthen on job training program, to distribute teaching and learning materials and to renovate schools. In addition, the education policy aims at involving the community to participate in managing and administering schools.

1.11.2 National Education Policy

The main objective of the Education sector is to provide formal and informal education services in primary and vocational schools, to strengthen on job training program, to distribute teaching and learning materials and to renovate schools. In addition, the education policy aims at involving the community to participate in managing and administering schools.

1.11.3 Functions of the department

- Implementation of Education and training policy in the council.
- Provide conducive teaching and learning environment for pre-primary, and primary education and vocational training.

- Create awareness to ethnic groups to understand good/ bad tradition, customs and cultural beliefs.
- Promote sports and cultural activities in schools and the community.
- Promote national language at all levels
- Promote conducive environment for special education and adult education to people outside formal system
- Facilitate efforts to combating HIV-AIDS in the education sector.

1.11.3.1 School Enrolment Rate

In order to achieve the goal of education for all as stipulated in the National Education Policy, Songea District Council obliged to enhance capacity to enrol all school going age children

Table 1-4: Statistics – Education Sector

	Facilities	Year 2008
1. Pre Primary		
	No: Total School	102
	Required	102
	Pupils	5,902
2. Primary Schools		
	Total	102
	Pupils	39,094
	No Classrooms required	995
	No. Classrooms available	765
	Pupil class ratio	1:51
	No. of Teachers	1007
	Teachers houses available	383
	Teachers required	1200
	Teachers available	1007
	Desks required	14,685
	Desks available	12,185
3. Enrolment Std.I		
	Target	5,368
	Enrolled	5,229
4. Std VII Passed Exams		
	Pit latrines	1,109
	Holes required	1,770
	Holes available	1,109
	Secondary Education	
	Schools required	27

Facilities	Year 2008
Schools available	23
Government Schools	20
Private Schools	3
Teachers required in Govt. schools	332
Teachers houses required in Secondary Schools	332
Teachers available in Secondary Schools	148
Desks required	7500
Available	5091

Source: SDC Education Department, 2008

The enrolment target is difficult to be met due to:

- The tendency of parents enrolling over aged children for school admission
- Poor infrastructure (classrooms)
- Low awareness to the importance of education
- Poor school learning environment
- Unsettled parents who are moving away from the school to fertile
- Agricultural areas where there are no schools at all.

1.11.3.2 Opportunities:

Complementary basic education in Tanzania (COBET) Programme to assist children who are over 7 years.

- Community in construction of School buildings.

1.11.3.3 Teachers

The quality of education depends on the quality of curriculum, students, teachers, physical infrastructure and instructional materials necessary for effective delivery and acquisition of education.

However, quality of education depends mainly on the qualifications of the teaching force and student's performance.

The number primary schools teachers by qualifications in Songea District indicated that there are 776 Grade "A" teachers, 194 Grade "B" teachers and 34 others with a Diploma and 3 teachers with a Degree. This makes a total number of 1007 teachers. However, there is a shortage of 193 Grade "A" teachers.

1.11.4 Culture and Sports

1.11.4.1 Introduction

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1.11.4.2 National Policy

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1.11.4.3 Function of the Department

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1.11.5 Health

1.11.5.1 Introduction

As far as health services concerned the Council has 2 Health Centres and 39 Dispensaries. The National Health Policy aims at enduring that there is availability of medicine, medical equipment and other essential medical materials in the Hospital, Health Centres and Dispensaries. Also health policy aims at involving the people, stakeholders and donors to participate in managing and planning health activities in their respective areas.

1.11.5.2 Policy

1.11.5.3 Function of the Department

- Implementation of Health policy in the Council.
- Planning, implementation, monitoring and evaluation of council health services.
- Providing Environmental Sanitation and sewerage system.
- Ensuring availability of adequate right drugs.
- Improvement of the Health status of the people.
- Ensuring adequate and rational use of resources for health services.
- Supervise and coordinate other stakeholders delivering health services.
- Providing technical supportive efforts for combating HIV-AIDS

1.11.5.4 Immunization Coverage

The trend of immunization coverage improved by average of% over past years.

1.11.5.5 Diseases

Shows different diseases, HIV/AIDS, Malaria, Respiratory infection and the way they affect the communities in Songea District. Nevertheless, among the diseases, which are causing deaths; Malaria is leading, followed by HIV/AIDS.

Table 1-5: Health Basic Data

Type	Number
Traditional Birth Attendants	
Traditional Healers	
Village Health Workers	
Household with improved latrine	
Maternity Attendants	
Under 5 Mortality Rate	17/1,000
Ten Top Diseases	1. Malaria
	2. Pneumonia
	3. Diarrhoea

	4. Eye infection
	5. Worms
	6. Skin infection
	7. Anaemia
	8. Ear infection
	9. Non inf. Goet disease
	10. Schistosomiasis

Table 1-6: Service Proportions

Proportion	Current Status	National Threshold
Doctor per patient		-
Hospital per patient	1:171,202	1:200,000
People per dispensary	1:4,390	1:5,000 – 10,000
People per H/Centre	1:85,601	1:50,000
Bed per patient		-

1.11.5.6 Malnutrition

Malnutrition situation for under-five in the past three years has continued to be a health problem. Songea District through UNICEF Programme is responsible for taking care of all issues related to malnutrition level by weighing children every quarter and provides health education on nutritional food intake.

1.11.5.7 Condition of Health Facilities

Most of the Health Facilities owned by the District Council are in bad shape. The district is deliberately continue to rehabilitate these facilities (in phases), and whenever possible to replace worn-out equipments. The district has a maintenance policy in place to ensure rehabilitation of building and replacement of equipments.

1.11.6 Water

1.11.6.1 Introduction

Water Department is aiming at provision of clean and safe water to the people and bring water services closer to the people within 400 metres. The involvement of all people in the community, stakeholders and donors, to take part in administering and managing water services is also the water department concern.

In its objective of water for all, Songea District Council has managed to supply water to cover 63 villages. Still the average service level is only 58.0 % against the preferred service level of over 90%.

Several initiatives have been taken by the District in order to improve the service to the people. Improved Traditional Water Wells and construction of new water schemes have been earmarked as an opportunity so as to meet demand.

1.11.6.2 Policy

1.11.6.3 Function

- Implementation of water supply policy in the Council
- To provide effective and affordable water services to the community through different stakeholders participation.
- Collaborating with other stakeholders in the sensitizing communities on preventing new HIV/AIDS infections.

1.11.7 Community Development

1.11.7.1 Introduction

Community Development Department has a role of enabling communities to develop themselves by mobilizing their efforts into the self-help projects for the purpose of eradicating poverty and building the self-governing nation.

1.11.7.2 Policy

The department policy is that, each ward should have community development staff. To date Wards have staff and are serviced by staffs that work at a district level and those attached to projects.

1.11.7.3 Function

- Implementation of community Development, gender issues and women and children affairs policies in the council
- Carrying out research and sensitization aimed at recognizing and understanding obstacles to community Development through involvement of stakeholders in solving problems using available resources.
- Providing leadership skills to village leaders.
- Sensitize and advise on the establishment and management of economic groups of women and youth.
- Sensitizing the establishment and management of villages Nursery schools; centres for home crafts and nutrition.
- Liaise with stakeholders on the best ways of delivering service to women youth and vulnerable groups e.g. orphans, handicapped, deaf, aged people.
- Sensitizing the community to establish, train and manage village building brigades.
- Establishment of the mechanism for mobilizing revolving funds and provision of loans to economic groups of women and youth.
- Collaborating with other stakeholders in sensitizing communities on prevention of spread of HIV/AIDS.

The department has the responsibility of collecting information-data useful to the Council sensitization. Use of improved technology, building self-help among community members, provision of credit to women economic groups, small entrepreneurship training. Village Level Planning.

In the year 2007/2008 the department managed to facilitate the Village Action Plans in 16 Wards through the method of Opportunities & Obstacles for Development (O&OD). In so doing the following, problems were identified as bottlenecks:

- At the village level the role of Village Govt. in terms of problems analysis still not clear
- Women participation in planning process still low
- Low pace of community contribution in development activities
- Low support by district council in village identified projects due to financial limitations.

MMWASOVI

Consists of groups 122 types of loan business and agriculture. Members are 610. only 11 groups managed to get business loans in 2007/2008 financial year due to financial constraints.

1.11.7.4 Opportunities

- Tanzania Social Action Fund (TASAF)
- Revive self-help spirit

1.11.8 Social welfare

1.11.8.1 Introduction

Social welfare refers to the nations system of programs, benefits and services that help people to realize those economic Social Health Education psychological needs that are fundamental to the wellbeing of the society.

1.11.8.2 Policy

..... *(Not in place to date)*

1.11.8.3 Function

- Implementing National Policies concerning disadvantaged groups
- Coordinating with stakeholders dealing with disadvantaged groups and any other activities concerning social services.
- To conduct identification of MVC/OVC
- To conduct identification of day-care centres
- To conduct identification on older people
- To conduct identification of NGO's dealing with support to MVC's/OVC's, older people
- To empower NGO's, CBO's dealing with older people on rights
- To support older people by providing them with free medical cards
- To support MVC/OVC's and older people with education, Health care (basic needs)
- To impart knowledge to people with disability and HIV/AIDS reduction.

1.12 Economic, Works and Environment:

1.12.1 Agriculture and Livestock

1.12.1.1 Introduction

The objective of agriculture and livestock sector is to provide technical and advisory services to the farmers, with the aim of increasing the agricultural output in order to improve the standard of living of the people.

The National Agriculture and Livestock Policies, aim at enhancing and bringing Extension services close to the people. The objective is to provide excellent services whereby farmers themselves stakeholders and donors will participate in promoting the Agricultural and Livestock Sectors.

1.12.1.2 Policy

1.12.1.3 Function

- Implementation of agricultural and livestock policies in the council
- Delivery of advisory services to farmers and livestock keepers
- Providing veterinary services to farmers and livestock keepers
- Giving training to staff and farmers/ livestock keepers
- Discharging regulatory services for agriculture and livestock activities
- Providing information to farmers/ livestock keepers about markets/ sources of inputs and credits.
- To link farmers/ livestock keepers with research.
- Collaborating with Research Institutions in the introduction of new Development technologies to farmers through demonstrations and trials.
- Linking the council with local and external stakeholders of agriculture.
- Assisting farmers and livestock keepers in the Development of agricultural/ livestock programme and projects in accordance with their needs.
- Linking the council with Local and external stakeholders of agriculture.
- To facilitate farmers and livestock-keepers improve productivity through supportive extension services
- Sensitize the community to prevent new HIV/AIDS infections.

The pressing problem in Agriculture is a drop in production especially for Tobacco and Maize due to the following reasons:

- Inability of farmers to procure farm inputs
- Inadequate information of market for produce

Measures, which are in place to mitigate these problems including Establishment of Market Centres and strengthening of Rural Financial Institutions.

1.12.2 Works Department

1.12.2.1 Introduction

1.12.2.2 Policy

The National policy of Works Department is to construct and maintain roads, also to renovate roads and bridges. National Policy aims at involving people, stakeholders and other donors to take part in managing and administering road network.

1.12.2.3 Function

- Carrying out infrastructures inventory in the council
- Implementation of infrastructural Development policy in the council
- Ensuring proper construction and maintenance of roads and bridges by contractors.
- Ensuring proper construction of public buildings and maintenance.
- Monitoring the service and repair of government vehicles by using private owned garages.
- Providing technical advice on construction matters.
- Ensuring efficient and accurate supply of materials at competitive prices.
- Providing fire brigade and rescue operations in the council.
- Procurement / supplies and stores.

1.12.2.4 Road Networking in Songea District Council

Road Networking in Songea District is categorized into four categories, namely Trunk roads, Regional rural roads, District roads and Feeder roads.

Trunk roads and Regional Tan Roads Manager Office maintains Regional Rural Roads. District roads are maintained by the District Council whiles the Feeder rods are mainly maintained by the Villagers themselves.

1.12.2.5 District Roads

18.1% of District Roads have gravel wearing course, the remaining 81.9% of District Roads are earth roads. Clay soil dominates most of the roads, which are very slippery during the rainy season. A lot of ruts and potholes are found on District Roads; which causes vehicles to be stacked during the rainy season. Only 23.7% of District roads are passable by vehicles without problems throughout the year 37% are passable by vehicles with problems only during rain season; the remaining 39.3are passable by vehicles with problems during dry season and completely impassable by traffic during rain season.

1.12.2.6 Feeder Roads (Village Roads)

These are mainly small paths, which are mainly used by cyclists, pedestrians and in few cases by motorcars with traffic 100% of these feeder roads are earth roads. The villagers participate in doing maintenance of feeder roads on self-help basis. Traffic volume in these roads is very minimal.

The most confronting problems under this sector are unsystematic survey, repair, maintenance and monitoring on the quality of roads especially rural roads. Maintenance in most cases is executed on an ad hoc basis steered by political pressure and release of donor funds.

The only opportunity in solving this problem is to establish and capacitate the community maintenance groups and committee.

1.12.3 Trade

1.12.3.1 Introduction

Trade Section is responsible for managing business licensing and industrial licensing in accordance with the business licensing regulations. The section ensures that businessmen/women operate their affairs in accordance with the appropriate regulations and procedures. Trade Section also manages the growth of trade in the Council by establishing markets and trade centres in minor settlements and works.

1.12.3.2 Policy

1.12.3.3 Function

- Implementation of Trade and industries Policies in the Council.
- Imparting of business and industrial knowledge and skills to the community.
- Coordinate, supervise and promote business and industrial Development in the Council.
- Management of trade and industries licenses

1.12.3.4 Trade Services

Trade Section offers various services on business matters (see the tablein the annexes) among others the Section provides the following services:

- Business licensing
- Revenue collection
- Registration of Businessmen/women
- License inspection

- Technical Advice and training
- Markets establishment

1.12.3.5 Constraints

In striving to achieve its goals, Trade Section is confronted with the following drawbacks:

- Difficulties in getting market running
- Resistance against paying license
- There is no market information system

1.12.4 Natural Resources

1.12.4.1 Introduction

The department is amongst departments of the Songea District Council, which plays a great role in generating income of the District Council (through collection of Natural Resources Royalties) and well being of the community by providing them with various natural resources products.

1.12.4.2 Policy

1.12.4.3 Function

- Implementation of Land and Natural Resources Policies in the Council
- Management of natural resources

Apart from generating income and supply community with various natural resources products, the department has various interesting areas for tourism, such areas are Selous game reserve, Matogoro 'B' mountain rain forest and Likingo hydro-electric falls.

1.12.4.4 Problems:

- Bush fire
- Human development activities lead to deforestation
- Farming in water sources and hill peaks
- Poor service delivery

1.12.4.5 Opportunities:

- Participatory Forest Management (PFM)
- Enforcement of by laws cub bush fire and deforestation
- Demarcation of forests for conservation
- Facilitate Participatory Land Use Plan

1.12.5 Cooperatives

1.12.5.1 Introduction

Cooperative Development is responsible for Registration, Supervisory services, Advisory services, Inspection of Cooperative Societies and making sure those societies operates according to the Cooperative Act 1991 and its Rules.

1.12.5.2 Policy

1.12.5.3 Service provided by Department:

- Inspecting Cooperative Societies
- Inspecting Education Fund and Parents Secondary Schools
- Provide Cooperative Education

1.12.5.4 Weakness

One of the major constraints facing the Cooperative Department is lack of adequately number of staff. Another problem is the alarming trend of collapsing SACCOs and Primary Societies. Poor leadership, theft and regular policy change have caused this.

1.12.5.5 Opportunities

The following opportunities can be taking as opportunities to address the mentioned above problems:

- Familiarize Cooperative members with existing policies in terms of pros and cons
- Establish Rural Financial Institutions at Ward level.

1.12.6 Land

1.12.6.1 Introduction

Land Development includes development on the surface, the earth below the surface, things naturally growing on the land, buildings and other structures permanently affixed to or under land and land covered by water. Further, this department is there to see and implement what is stipulated in the law and ensure that all Songea District Council residents and other investors, and especially dwellers get equal and fair access to the use of the land for various land uses e.g. for agriculture, settlement, pasture, natural forest, water catchments areas jus to mention but a few. Thus land is the major economic base of the district.

1.12.6.2 Policy

1.12.6.3 Function

- Land Management (Preparation of land use plans)
- Land Survey and Mapping
- Property valuation.

Therefore, Land Department is managing the above named land uses by types have got various multidisciplinary team members which are divided into four major sectors:

- Town Planning
- Land surveying/Cartography
- Land proper (Land allocation) and;
- Land Valuation

1.12.6.4 Problems:

- Law awareness of cost sharing Scheme to Villagers
- No sensitization on New Village Land Act of 1999
- Inadequate funds to facilitate Land Use Plan in Villages.

1.12.6.5 Opportunities:

- Awareness creation on Cost Sharing and New Village Land Act 1999
- Contract out land survey activities.

CHAPTER TWO

2.0 CURRENT SERVICE DELIVERY LEVEL PERFORMANCE

2.1 Education sector

2.2 Education Department

The main objective of the Education sector is to provide formal and informal education services in primary and vocational schools, to strengthen on job training program, to distribute teaching and learning materials and to renovate schools. In addition, the education policy aims at involving the community to participate in managing and administering schools.

2.2.1 National Education Policy

The main objective of the Education sector is to provide formal and informal education services in primary and vocational schools, to strengthen on job training program, to distribute teaching and learning materials and to renovate schools. In addition, the education policy aims at involving the community to participate in managing and administering schools.

2.2.2 Functions of the department

- Implementation of Education and training policy in the council.
- Provide conducive teaching and learning environment for pre-primary, and primary education and vocational training.
- Create awareness to ethnic groups to understand good/ bad tradition, customs and cultural beliefs.
- Promote sports and cultural activities in schools and the community.
- Promote national language at all levels
- Promote conducive environment for special education and adult education to people outside formal system
- Facilitate efforts to combating HIV-AIDS in the education sector.

Table 2-1: Key Result Areas in Education Services

Na	Education: Type Of Service		Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Performance Level (%)
1	Establishment (Administration)		11	11	-	100
2.	Pupils enrolment:	Govt	6700	6071	629	90.6
		Private	1350	1200	150	88.9
3.	Pupils Std I		5368	5229	139	97.4
4.	Pupils completed Std VII		6100	6024	76	98.8
5.	Pupils selected Form I					
6.	Teachers Establishment		1200	1007	193	84.0
7.	Teachers Grade IIIA		969	776	193	80.1
8.	Teachers Grade IIIB		-	194	-	
9.	Teachers House		1095	383	712	35
10.	Number of Primary Schools	Govt	102	102	-	100
		Private	-	-	-	-
11.	Number of classrooms	Govt	995	765	230	76.9
		Private	-	-	-	-
12.	Number of Streams	Govt	869	869	-	100
		Private	-	-	-	-
13.	Number of pit latrine (pits)		1770	1109	661	62.7
14.	Number of Teachers offices		341	279	62	81.8
15.	Number of Desks		14685	12185	2500	83.0
16.	Classrooms pupils ratio		1:45	1:51	1:6	
17.	Boys and girls pits ratio	Boys	1:25	1:35		
		Girls	1:20	1:35		
18.	Number of shelves		515	140	375	27.2
19.	Number of Wardrobes		884	455	429	51.5
20.	Number of Secondary schools	Govt	24	20	4	83.3
		Private	3	3	-	100
21.	Number of tables		2029	1223	806	60.3
22.	Number of adult education classrooms		102	102	-	100
23.	Number of attendance Adult education		18,996	11,007	7989	58.0
24.	Number of pre-primary schools		102	102	-	100
25.	Number of play grounds		204	204	-	100
26.	Number of resource centres		5	5	-	100
27.	Books pupils ratio		1:1	1:3		
28.	Number of MEMKWA classrooms		102	60	42	58.8
29.	Technical vocation schools		10	10	-	100
30.	Truancy					
31.	Number of sport grounds		204	204	-	100
32.	Number of inspected schools		102	58	44	56.9

Source: District Education Office, Songea 2008

2.2.3 Registration of Pupils

The target of pupils registration in Songea District Council for 2006-2008 was an average of 15,976 children. The average number of children registered in that period was 15,283 while an average of 693 children of school going age were not registered which is equal to 4.3% of total number of children of school going age in the district. The table below shows pupils registration from 2006 to 2008

Table No. 3.1. Pupils Registration from 2006-2008.

Year	Eligible			Registered			Percentage
	Boys	Girls	Total	Boys	Girls	Total	
2006	2589	2680	5269	2433	2524	4957	94
2007	2709	2637	5339	2583	2583	5097	95
2008	2706	2662	5368	2636	2593	5229	97
TOTAL	8004	7979	15976	7652	7700	15283	95.7

Source: Department of Education (SDC)-2008.

2.2.4 Teacher's pupil ratio.

The national standard of teacher's pupil ratio is one teacher to forty-five pupils (1:45). The current teacher's pupil ratio in Songea District Council is at the average of one teacher to forty-four pupils (1:44). Together with this ratio the council faces an inadequacy of teachers because most of the teachers do not possess the needed teaching qualifications (inadequate teachers Grade III). See table No. 2.1 above.

2.2.5 The Availability of Permanent Classrooms.

The national standard classroom with a capacity of accommodating 45 pupils. At a present, the council has 765 permanent classrooms, which meet national classroom standards. Therefore the council has a deficit of 230 permanent classrooms, which is equal to 23%.

2.2.6 Availability of Desks.

The National Desks Policy pupil is one desk for three pupils. According to that policy, the required number of desks in Songea District Council is 14,685 while the number of desks available 12,185 desks. This makes a difference of 2500 desks, which is equal to 17% of the total number of desks required.

2.2.7 Availability of Text Books.

The national standard of books per pupils ratio is one book to one pupil (1:1). The number of textbooks required in Songea District Council is 39,094 for each subject. At present the council has 13,032 stock of text books for each subject, which is an average ratio of 1:3, hence making a deficit of 26,062 text books for each subject.

2.2.8 Pupil's Attendance.

The average number of pupils registered for standard one in Songea District Council between 2006 and 2008 was 15,283. The pupils who completed standard seven between 2006 – 2008 were

14,472 which is equal to 95%. The number of pupils who dropped out in 2008 were 76 among them girls being 43 which is equal to 57% of total number of pupils dropped out. According to this situation, the number of illiterates increases and hinders the attainment national target of giving female children the same education as males. See the table below which shows the registration and attendance of pupils for 2008.

2.2.9 Adult Education.

In the period between 2006 and 2008, the number of illiterate persons in Songea District Council was 18,996, which is equal to 30% of the total district population. Those who were registered to join adult education programme were 11,007 of whom 3018 can now read and write through this programme. The following table shows the level of adult education delivery in the council for the year 2006-2008.

2.2.10 Adult Education Delivery.

According to 2008 data Songea District Council area of jurisdiction still has 18,996 persons who are illiterate, males being 9470 and 9,526 females.

2.3 Culture and Sports Section

2.3.1 Introduction

The role of culture as section is sensitization and promotion of disciplinary ethics that preserve positive attitude among community, and strongly to act against all forms of social problems e.g. alcoholism, adultery, laziness etc

2.3.2 Cultural and Sports policy

2.3.3 Function of Culture Sector Department

- To provide social activities to the community after working hours.
- To build stamina and discipline in the community.
- To develop skills
- To build relationship within the community, national and international community.

2.3.4 Key Results Area

Table 2-2: Key Results Area

Na	Culture and Sports Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Purchasing sports equipment.				
2	Registrations of sports clubs				
3	Seminar on sports laws and registration				
4	Football Pitches				
5	Netball Pitches				
6	Athletics Pitches				
7	Handball Pitches				
8	Volleyball Pitches				
9	Football				
10	Netball				
11	Athletics equipments				
12	Handball				
13	Volleyball				

Source: Songea DED Office, 2008

The following are important statistics of cultural and sports office.

Table 2-3 Number of Sports Groups in the District.

No	Kind of sports	Number of sports clubs
1	Football	
2	Netball	
3	Athletics	
4	Handball	
5	Volleyball	
	Total	

Source: District Cultural Officer; 2008

SPORTS GROUND (Pitches)

Promotion of Sports goes hand in hand with the construction of sports ground (Pitches). The table below shows the position of sports grounds to date.

By matching the number of ground pitches against the existing teams there is a deficit of pitches especially in football facilities. Efforts are being made to bridge the gap.

The district has sports groups as shown in the table below.

Table 2-4: Sports Societies

No	Society	Sport	Nr
1	Songea District Football Association	Football	1

Source: District Cultural Officer; 2008

2.3.5 Other Services Providers

Institution (service Provider)	Type of Service provided	Area

Source: Songea DED Office, 2008

2.4 HEALTH SERVICES.

2.4.1 Introduction

2.4.2 National Health policy

The national Health Policy aims at ensuring that there is availability of medicine, medical equipment's and other essential medical materials in the Hospital, Health Center, and Dispensaries. Also, health policy aim at involving the people, stakeholders and donors to participates in managing and planning health activities in their respective areas.

As far as health services are concerned the District has **no** hospital, 5 Health Centres and 35 dispensaries.

2.4.3 Functions of the department

- Implementation of Health policy in the Council.
- Planning, implementation, monitoring and evaluation of council health services.
- Providing Environmental Sanitation and sewerage system.
- Ensuring availability of adequate right drugs.
- Improvement of the Health status of the people.
- Ensuring adequate and rational use of resources for health services.
- Supervise and coordinate other stakeholders delivering health services.
- Providing technical supportive efforts for combating HIV-AIDS

2.4.4 Key result areas in health services:

Table 2-5: Key Results Areas in Health

Na	Health: Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Staff Establishment	148	90	-58	60.8
2	Number of Health Centres	14	2	-12	14.3
3	Number of Dispensaries	71	39	-32	54.9
4	Number of Hospital	1	1	0	100
5	Hospital/ Health Centres patients ratio			0	

Na	Health: Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
6	Hospital	1:200,000	1:171,202	0	100
7	Health Centre	1:50,000	1:85,601	+35,601	
8	Dispensary	1:5000 -10,000	1:4390	0	100
9	Doctors patients ratio		1:29162		
10	Child Immunization coverage (%)	90%	86.3%	-3.7%	86
11	Level of Malnutrition under 5yrs	48	12	+36	80
12	Traditional birth (%)	0	66		
13	treatment of out-patients	174,968	151,520		87
14	Treatment of in-patients	174968	12478		7
15	Number of person covered by Health services	174,968	174,968		100
16	Number of person receive health services	174968	174968		100
17	Distance from destinations to health service points	5km	15km	+10km	
18	Control of epidemic diseases				
19	Reduction of malnutrition	1%	0.2%		
20	Control of environment cleanness	90%	86%	-4%	86%
21	Family planning	8000	8191	+191	103
22	X-ray Services		9535		
23	Child immunization under 5yrs	6300	6041		
24	Dental Services	NA	4824		
25	Waste collection services				
26	Mortuary Services	3	3		100
27	Maternal services	95%	92.3%	-27%	92.3
28	Outpatients Services				
29	Child delivery by trained nurses	7,754	5,646	-2108	72
30	Eye services	85%	95%	+10%	95
31	Surgery services		4003		

Source: Baseline survey, 2008

2.4.5 The Major Endemic Diseases Prevalent in the District

Songea District Council is mostly affected by the following top ten diseases as shown in the following table.

Table No. 3.5. Top Ten Diseases in the District.

Type of Disease	Treated (2007)	Treated (2008)	%
Malaria	58101		
Upper Respiratory Treat Infections	15677		
Pneumonia	5412		
Diarrhoea Diseases	4114		
Intestinal Worms	2189		
Accidents (Including Burns And Fractures)	89		
Aids/ HIV/ Infection	2347		
Ear. Diseases	885		
Gonorrhoea	0		
Eye disease	2840		
TOTAL	91654		

Source: Department of Health (SDC)-2008.

2.4.6 The Extent of Child Malnutrition in the District.

One of the health problems facing children in Songea District Council is Malnutrition. Among 5547 children aged between 0-5 years who attended clinics in 2007, 12 of them were found with acute malnutrition, which is equal to 0.2% of the total children. Therefore, according to these data, malaria is leading disease in Songea District Council.

2.4.7 Attendance of Children Under 5 and 1 Years in MCH Clinics.

In 2008, Songea District Council had 34994 children aged between 0-5 years. Among them 6999 children were under one year and total numbers of 34994 children were under 5 years. In that period (2007), a total number of 32598 children attended clinics. According to the data, most of the children are not attending clinics as compared with the number of all children required to get that service in the Songea Rural District.

2.4.8 Child Immunisation and Growth Monitoring.

The target to provide immunisation service to children between 0-5 years in Songea Rural District Council for the year 2007 was 34,994 children. The number of children who attended clinics for immunisation in 2007 were as shown in the table below.

Table No. 3.7. Child Immunisation in 2007.

Type of Disease	No. of Children Immunised
BCG	5,579
POLIO-3	5,774
DPT	5,975
MEASLES	6,027
TOTAL	23,355

Source: Department of Health (SDC)-2008.

The data above shows that, immunisation services is not sufficient according to small number of children immunised (6041) as compared with the total number of children required (6300).

2.4.9 Women's Attendance in Antenatal Clinics.

A total number of women in Songea District Council were at the fertility age in 2008. Among those women, 7754 of them were expected to bear pregnancy of which 6170 attended clinics.

Apart from having trained nurses who provide maternity services in Songea District Council there are also traditional nurses. In 2007, 5646 women who delivered were attended by trained nurses, while 66 women were attended by traditional birth attendants during delivery.

2.4.10 The number of health worker

The Number of Health Workers Present in the Health Centres and Dispensaries do not meet the national manning level requirements. The department needs 148 staff while presently there are 90 only therefore there is a deficit of 58 workers.

2.4.11 Health Service Facilities.

Songea District Council Council has 1 Hospital, 2 Health Centres and 39 Dispensaries, compared to 71 number of villages of the council. The table below shows the type, number and ownership of health facility.

The Number of Health Facilities, Type and Their Ownership.

Type of Centre	Owner and Number		Total
	Government	Private	
Hospital	-	1	1
Health Centre	2	-	2
Dispensary	26	13	39

Source: Department of Health (SDC)-2008.

This data shows that health services do not currently satisfy the requirements of the council.

Health Objectives 2007/2008

S/No	Objective	Achievement
1.	To raise vaccination coverage from 83% of the year 2006/2007 to 90% by June 2008.	Vaccination coverage is 86.3%
2.	To reduce malaria prevalence/2007 to 60% by June 2008	Malaria prevalence is 62.3%
3.	To reduce HIV transmission rate from 11.5% of the year	HIV transmission is 5.2%

	2006/2007 to 8.0% by June 2008.	
4.	To reduce IMR from 20/1000 of the year 2006/2007 to 15/1000 by June 2008.	IMR is 14/1000
5.	To reduce MMR from 128/100,000 of the year 2006/2007 to 115/100,000 by June 2008	IMR is 110/100,000

2.5 AGRICULTURE AND LIVESTOCK

2.5.1 National Agriculture and Livestock Policy

The national Agriculture and Livestock Policies, aim at enhancing and bringing extension services close to the people. The objective is to provide excellent services where by farmers themselves, stakeholders and donors will participate in promoting the Agricultural and livestock sectors.

The objective of agriculture and livestock sectors is to provide technical and advisory services to the farmer, with the aim of increasing the agricultural out-put in order to improve the standard of living of the people.

2.5.2 Function of the Department of Agriculture and Livestock

- Delivery of advisory services to farmers and livestock keepers
- Providing veterinary services to farmers and livestock keepers
- Giving training to staff and farmers/ livestock keepers
- Discharging regulatory services for agriculture and livestock activities
- Providing information to farmers/ livestock keepers about markets/ sources of inputs and credits.
- To link farmers/ livestock keepers with research.
- Collaborating with Research Institutions in the introduction of new Development technologies to farmers through demonstrations and trials.
- Linking the council with local and external stakeholders of agriculture.
- Assisting farmers and livestock keepers in the Development of agricultural/ livestock programme and projects in accordance with their needs.
- Linking the council with Local and external stakeholders of agriculture.
- Sensitize the community to prevent new HIV/AIDS infections.
- To facilitate farmers and livestock-keepers improve productivity through supportive extension services

2.5.3 Key Results Areas

Table 3-25: Key Areas Results in Agriculture Services

Na	Agriculture and Livestock: Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
A	Agriculture				
	Staff establishment				
	Extension staffs establishment	91	55	-36	60%
	Number of Farmers	62,494	51,751	-10,743	82.8%
	Number of Irrigation projects	30	27	-3	90%
	Extension Farmers ratio	1:300	1:1,568	-1268	19%
	Food crop Area (ha)	67,115	22,166	-44,949	33%
	Cash crop Area (ha)	6,273	272	-6,001	4%
	Garden (Vegetables) area (ha)	2,218	1,508	-710	32%
	Food crop production (tonnage)	186,292	21,404	-164,888	12%
	Cash crop production (tonnage)	6,183	1,559	-4,624	25%
	Garden (Vegetables) production (tonnage)	4,282	2,865	-1,417	67%
	Agriculture inputs				
	Fertilizer (tonnage)	7500	7,035	-465	94%
	Insecticides (lt)				
	Agriculture equipments				
	Tractors	62	51	-11	82%
	Plough (pair)	42	31	-11	82%
	Demonstration plots	71	33	-38	46%
	Farmers Groups	-	-	-	-
	Farmers demonstrations groups	167	167	0	100
B	Livestock				
1	Number of livestock				
	Dairy cows	3,500	3,295	-205	94%
	Meat cows	30,000	28,494	-1,051	96%
	Dairy goat	500	388	-112	78%
	Chicken	300,000	235,602	-64,399	79%
	Pig	55,000	27,144	-27,856	49%
	Donkey	500	210	-290	42
	Sheep etc.	1500	793	-707	53%
2	Milk production (lt)	10	8.57	-1.43	86%
3	Meat production				
	Cow (kg)	234,250	198,000	-36,250	85%
	Pig (kg)	90,000	74,250	-15,750	83%
	Goat (kg)	75,000	65,700	-9,300	88%
	Chicken etc (kg)	3000	2,520	-480	84
4	Number of live stockist groups	14	3	-11	21%
5	Number of dipping	65,940	30,000	-35,940	45%
6	Number of Abouter	8	4	-4	50%
7	Animal immunization				
	Cow	10,000	5,400	-4,600	54%
	Goat	16,500	8,250	-8,250	50

Na	Agriculture and Livestock: Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
	Chicken etc.	180,000	121,000	-59,000	67%
8	Livestock services (%)	75	45	-30	60%
9	Animal health services (%)	75	40	-35	53%
10	Castration (%)	75	50	-25	67%
11	Agricultural staff	91	55	36	60%
12	Extension workers	91	33	-58	36%

Source: Songea DED Office, 2008

2.5.4 The Comparison of the number of farmers in the Council by Ward with that of village Extension workers is as shown in the table below:

Songea District Council has extension workers who provide extension and advisory services to farmers as follows:

Table 3-26: Farmers Extensions Ratio

No	Ward	Population	No. Of Farmers	Extension Workers Available	Ratio
1	Wino	11352	5,789	4	1:1,447
2	Ndongosi	5,964	3,041	1	1:3,041
3	Matumbi	2,404	1,226	1	1:1226
4	Tanga	12,971	6,615	4	1:1654
5	Gumbiro	15,023	8,559	5	1:712
6	Mpitimbi	13,792	7,034	3	1:2345
7	Muhukuru	12,627	6,440	1	1:6440
8	Magagura	20,440	11,574	3	1:3858
9	Litisha	13,009	6,635	1	1:6635
10	Kilagano	10,018	6,083	1	1:6,083
11	Maposeni	20,521	11,198	3	1:2732
12	Lilambo	12,776	6,516	2	1:3258
13	Mahanje	17,063	8,702	2	1:4351
14	Matimira	10,601	5,604	1	1:5406
	Total	178,561	95,016	32	

Minimum acceptable ratio of Extension Officer to farmers 1:300.
Ministry of Agriculture - 1 extension staff to each village.

Source: DALDO; Songea 2008

2.5.5 Comparison between Extension workers and demo farmers

Songea District Council has 167 demonstration farmers (Female – and Male), ratio farmers and extension workers.....

The number of extension workers needed in the district is 91 whereas the number of extension workers in the district is 55 (Male being 46 and Female being 9).

The number of extension staff needed to fill the gap is 36 the deficit with regard to extension workers has been reported to the district authorities as a request for additional staff in order to fill the gap, as shown in the table:

Table 6: Agriculture - Extension worker

Total required	Available	Male	Female	Deficit
91	55	46	9	36

Source: Agriculture Depart Songea, 2008

2.5.6 Comparison of Farmers in Relation to Extension Officers at Ward Level.

The council has only 33 extension workers who are in villages. There are 14 wards and 71 villages, therefore according to the number of villages, one extension worker is required to serve at least 2 villages hence making the service very inefficient and ineffective. Table 2.36 above shows the number of farmers to extension workers.

2.5.7 Demonstration Plots.

Demonstration plots are very important for extension activities as they help farmers to learn new technologies quickly. Following that, every agricultural and livestock extension worker should have a demonstration plot and adoption unit respectively.

The following table shows the number of demonstration plots and adoption units in villages.

Table 3-28 Extension workers as compared to demonstration farmers

	Extension workers	Demo. farmers	Comparison (Ratio)
	33	33	1:1

Source: DALDO; Songea 2008

This means 1 extension worker is saving 2,873 farmers, in other way 1 extension worker is saving 1 demos. From the comparison between the extension worker and farmers, extension services are not adequately provided and farmers automatically do not receive the advisory services necessary for agricultural development

Ward	Adoption Unit	Number of Demonstration plots
Wino	18	3
Ndongosi	3	1
Matumbi	2	1
Tanga	11	3
Gumbiro	16	4
Mpitimbi	13	3
Muhukuru	12	2
Magagura	14	4

Litisha	13	2
Kilagano	10	2
Maposeni	22	3
Lilambo	15	2
Mahanje	12	2
Matimira	6	1
TOTAL	167 (FFS – 57)	33

2.5.8 Transport Facilities Available to Extension Workers.

Transport facilities available in the council for extension services are one vehicle, 14 motor cycles and ---- bicycles. According to number of extension workers available, 41 motor cycles and bicycles are needed.

2.6 ROADS.

2.6.1 National Sector Policy

The national policy of work department is to construct and maintain roads, also to renovate roads and bridges. National policy aim at involving people, stakeholder and other donors to take part in managing and administering road network.

Road networks in Songea District Council are categorized into four categories, namely trunk roads, regional Rural Roads, District Roads and feeder roads.

Truck roads and Regional Tan Road Manager Office maintains Regional Rural Roads. District roads are maintained by the District Council whiles the feeder roads are mainly maintained by the villagers themselves. Table below shows the road network in Songea District Council. Works department mainly deals with construction and rehabilitation of roads and bridges.

2.6.2 Function of department

- Carrying out infrastructures inventory in the council
- Implementation of infrastructural Development policy in the council
- Ensuring proper construction and maintenance of roads and bridges by contractors.
- Ensuring proper construction of public buildings and maintenance.
- Monitoring the service and repair of government vehicles by using private owned garages.
- Providing technical advice on construction matters.
- Ensuring efficient and accurate supply of materials at competitive prices.
- Providing fire brigade and rescue operations in the council.
- Procurement / supplies and stores.

2.6.3 Key results area

Table 2-7: Key results area

Na	Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1.	Staff establishment	17	15	-2	88.2
2.	Gravel roads (km)				
3.	Tarmac Road (km)	0	0	0	0
4.	Number of culverts	250	196	-54	78.4
5.	Number of bridges	50	13	-37	26
6.	Passable roads throughout the year (km)				
7.	Number of plants	10	0	-10	0
8.	Number of District buildings except schools, Hospitals, Health Centres.				
9.	Number of projects being implemented per year	22	22	0	100
10.	Projects under implementation	22	14	-8	63
11.	Normal maintenance	14	14	0	100
12.	Periodical maintenance	3	3	0	100
13.	Ad-hoc maintenance	-	-	-	-
14.	Construction/maintenances of ferries	0	0	0	0
15.	Supervision of				
	Roads	1	1	0	100
	Buildings	1	1	0	100

Source: Songea DED Office, 2008

Songea Rural District has a total number of roads with 532.6 km. Only 0 km. Of these roads is tarmac, 88.9 km. are of gravel and the remaining 443.7 km are earthen. Due to this situation, some roads are totally inaccessible especially during rain seasons hence affecting transport and transportation of goods in the villages. In order to get a clear picture of these roads and their types, see below tables:

Road Situation in the Council.

Road Category	Road Length (Km).			
	Tarmac	Gravel	Earth	Total
Trunk Road	0	0	0	0
Regional Roads	0	0	0	0
District Roads	0	88.9	443.9	532.6
Feeder Roads	0	-	-	-
Total	0	88.9	443.9	532.6

source: Works Department (SDC)-2008.

2.6.4 Council Road Condition and Maintenance Activity

Table 2-8: Council Road Condition and Maintenance Activity

No	Road surface/ Bridge	Road length/ No. of bridges	Surface condition			Nature of maintenance
			Good	Fair	Poor	
1	Paved road	-	-	-	-	-
2	Gravel Road	88.9	20.7	33.9	34.3	
3	Earth Road	443.7	105.3	163	175.4	
4	Feeder Roads (Village Roads)					
5	Concrete Bridges	13	13	-	-	
6	Timber Bridges	22	-	10	12	
	Total	532.6	126.0	1196.9	209.7	

Source: Songea DED Office, 2008

Transport and Transportation in Villages.

Type of Transport	Villages Accessibility/Period					
	Accessible Throughout the Year		Seasonally Accessible		Totally Inaccessible	
	Number	%	Number	%	Number	%
Roads	22	78.6	3	10.8	3	10.8
Air Strip	-	-	-	-	-	-
Boat	-	-	-	-	-	-
Others	-	-	-	-	-	-

source: Works Department (SDC)-2008.

2.6.5 Road Condition and Maintenance.

The condition of the roads in the council is not satisfactory, among 35 bridges found on council roads, only 13 are in good condition, which is equal to 38%. This implies that, most of the village roads are inaccessible especially during the rain seasons. The following table shows the number and condition of bridges in the rural district.

Number and Condition of Road Bridges in the Rural District.

No. in Road Category	Number of Bridges in the Council					
	All Bridges	Number	%	Number	%	No. of Culvert
		Good		Bad		
Trunk Road						
Regional Road						
District Road	35	13	37.2	22	62.9	196
Feeder Roads	14	-	-	14	100	42
TOTAL	49	13		36		238

Source: Works Department (SDC)-2008.

2.7 WATER SUPPLY.

2.7.1 National Water Policy

The objective of water department is to provide cleans and safe water to the people and bring water services closer to the people. The required distance between household and source of clean water should be 400 meter. The aim of water department is to involve all people in the community, stakeholder and donors, to take part in administering and managing water service.

2.7.2 Function of the department

- Implementation of water supply policy in the Council
- To provide effective and affordable water services to the community through different stakeholders participation.
- Collaborating with other stakeholders in the sensitizing communities on preventing new HIV/AIDS infections.

2.7.3 Key Result Areas

Table 2-9: Key Result Areas

Na	Water: Type Of Service		Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Staff establishment		25	24	-1	96
2	Number of persons receive piped water		48,296	34,595	-13,701	71.6
3	Number of wells		423	376	-47	88.8
4	Number of sources of water		-	-	-	-
5	Number of persons receive water form water points (DP)		173,765	91,019	-82,746	52.4
6	% receive clean water		90%	58%	-32%	64.4%
7	Sewage water service		-	-	-	-
8	Maintenance of water services	pipe	28	28	-	50
		Shallow wells	376	188	-188	50%
9	Equipment for providing water services	Plant	2	1	-1	50%
10	Projects for distributing clean water	Pipe	34	28	-6	82.3%
		Shallow wells	416	376	-40	90.4%
11	Levels for water availability		-	-	-	-

Source: Songea DED Office, 2008

2.7.4 Water Supply Profile

Currently 58.0% of the population is served with water; the aim is supply of water to 75% by the year 2015. Table below shows the water profile which indicates target so far achieved, requirement and availability of water

Table 2-10: Water Supply Profile

	Ward	Population			Water Supply			
		Total	Served	%	Demand Cu.M/Day	Supplied Cu.M/Day	Gap Cu.M/Day	%
1	Wino	12,378	3,230	26	408.5	106.6	301.9	26
2	Ndongosi	6,674	5,272	79	220.2	174	46.2	79
3	Matumbi	2,687	2,124	79	88.7	70.1	18.6	79
4	Tanga	14,556	5,722	39.3	480.3	188.8	291.5	39.3
5	Gumbiro	16,803	13,278	79	554.5	438.2	116.3	79
6	Mpitimbi	15,477	12,196	79	510.7	402.5	108.2	79
7	Muhukuru	14,115	9,773	69.2	465.8	322.5	143.3	69.2
8	Magagura	21,286	16,995	79.8	702.4	560.8	141.6	79.8
9	Litisha	14,769	5,560	37.6	487.4	183.5	303.9	37.6
10	Kilagano	11,261	5,440	48.3	371.6	179.5	192.1	48.3
11	Maposeni	21,929	11,009	50.2	723.6	363.3	360.3	50.2
12	Lilambo	13,702	5,580	40.7	452.2	184	268.2	40.7
13	Mahanje	18,034	9,649	53.5	595	318.4	276.6	53.5
14	Matimira	9,401	6,154	65.5	310	203.1	106.9	65.5
	TOTAL	193,072	111,982	58.0	6370.9	3695.3	2675.6	58.0

Source: Songea DED Office, 2008

There are 71 villages in the district, which have nearby water sources. An average of 58.0% of the residents in this district are supplied with clean and safe water. The requirement of water per day in the district is 6370.9 cubic meters while the current supply of clean and safe water is 3,695.3 cubic metres therefore making a deficit of 2,675.6 cubic metres of clean water supply.

*Note: Daily water demand = 33 litres per capita
= 0.033 m³ per capita.*

2.8 Other Services

2.8.1 Administration and Human Resource Department

2.8.1.1 National Administrative and Human Resource Policy

- To recruit public servants according to government establishment
- To improve government workers skills in order to increase efficiency and work performance
- Formation of one public service commission
- To integrate human resources and pay roll system.

2.8.1.2 National Public Service and Personal Emolument Resource Policy

- Setting minimum wage to public servant
- To execute job evaluation so as to link wages with work performance
- To improve salaries and wages so as to attract professional in public sector

2.8.1.3 Function of the Department of Administrative and Human Resource

- Implementation of Public Service Policies, Labour Laws, Regulations, Standing orders, Directives and Circulars in the council.
- To maintain and facilitate peace, order and good governance.
- Ensuring delegation of economic Development, financial and administrative matters to the divisions, wards, villages, street and hamlets.
- Sensitizing community participation in democratic decision making.
- Human resource forecasting and planning for the council.
- Recruitment, utilization, promotion, remuneration and disciplining of staff.
- Preparation and implementation of efficient office systems
- Safe-custody of council property, materials and documents
- Ensuring staff Development in relevant fields.
- Ensuring efficient management of transportation.

2.8.1.4 Key Result area in Administrative services

Table 2-11: Key Result area in Administrative services

Na	Administration: Type Of Service		Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Councillors by Gender	M				
		F				
2	HoDs by Gender	M				
		F				
3	No. of Promotions					
4	No. of Confirmed Staff					
5	No. of Staff employed					
6	No. of Staff trained per year					
		- Short course	M			
		F				
	- Medium course	M				
		F				
	- Long course	M				
		F				
7	No. of Councillors by Gender					
		- Elected	M			
			F			
		- Nominated	M			
		F				
8	No. of Suggestion Boxes					
9	No. of WEOs					
10	No. of By-Laws at District Level					
11	No. of Statutory meeting held at Council level					
12	No. of Disciplinary action taken					
13	No. of disciplinary proceeding completed					
14	No of mortality rate by gender	M				
		F				

Source: Songea DED Office, 2008

2.8.2 Planning Department

2.8.2.1 Introduction

Planning Department is a Central body responsible for coordinating all planning activities in Songea District Council. It has an essential contribution towards the District Development. Its general objective is to bring rapid economic and social development on the rural poor. The District is fully integrated in District implementation of Development projects plus attention to Capacity Building and relation with NGOs/CBOs and Private sector.

The district did a way forward in harmonizing different planning, budgeting and reporting. An integrated planning process has adopted in District Development Plan through Opportunities and Obstacles for Development (O&OD) exercise carried out in the year 2008

2.8.2.2 Sector policy

To improve peoples welfare by encouraging on self sustainable thought, creative thinking, science and technology development, good governance and rule of law.

2.8.2.3 Function of Planning Department

- Interpretation and implementation of economic planning and Development policies in the council.
- Coordinating and manage the planning process for improving social economic Development for the community in the council
- To foster community Development and stakeholders' participation in the planning process.
- Coordinate and facilitate availability of resources (identify new revenue sources) for Development activities.
- Coordinate data management for project appraisal, planning and evaluation.
- Collaborating with other stakeholders in the planning process for HIV/AIDS control
- Coordination of annual planning and budgetary Cycle for service delivery.

2.8.2.4 Key results Area

Table 2-12: Key results Area

Na	Planning: Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Staff establishment	4	1	(3)	25.0%
2	Type of projects allocated and implemented in education, Health, Water, Works etc	24	18	(6)	75.0%
3	Project under implementation	24	6	(18)	25.0%
4	Number of projects proposed	26	20	(6)	76.9%
5	Actual Expenditure in Developmental plans	1,089,473,000	351,904,000	(737,569,000)	32.3%
6	Number of projects coordinated by the Council	26	26	-	100.0%
7	Number of projects donated	-	-	-	-
8	Projects from Central Government	1	1	-	100.0%

Source: Songea DED Office, 2008

2.8.3 Finance Department

2.8.3.1 Introduction

The Finance department is still facing an acute problem of revenue collection so as to meet the SDC obligation as stipulated in Local Government Act No. 7 and No. 8 of 1982. The contributing factors include lack of revenue strategic plan, small contribution from Central Government as compensation for the abolished nuisance revenue sources.

The district Council is moving ahead with its strategy of improving the revenue collection system by outsourcing some of revenue bases and strengthening the finance department with more trainings to finance staff.

2.8.3.2 National Financial Policy

To compete in offering commendable financial services, to monitor and regulate the financial institutions, to offer cheap and reliable finances to poor and disadvantaged people for the purpose of poverty reduction.

2.8.3.3 Function of Department:

- Installation and implementation of sound accounting system in the council
- Interpretation and implementation of Financial and supplies Laws, Regulations, Directives and Guidelines.
- Accurate collection of Council revenue
- Authorization of usage of council Funds b adhering to Financial Laws and Regulations.
- Preparation of annual revenue and expenditure budget
- Accurate and timely recording of books and cash books
- Ensuring that cash books and books of accounts are audited within the legal time.
- Preparation of Monthly, Quarterly, Half Year, and End of Year Trial Balances, Income and Expenditure statements and Balance sheets.
- Compilation of annual requirements of materials and equipments.
- Ensuring that required materials and equipments are produced at competitive prices through adherence to laid down procurement regulations and procedures.
- Ensuring that annual stock-taking is carried out and materials/equipments are valued accurately.

- Ensuring that Development funds and projects funds from Local and external donors are used properly and do yield intended output.

2.8.3.4 Key results Area

Na	Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Staff Establishment				
2	Auditors Report				
3	Revenue Collection From Council Own Sources				
4	Subvention From Central Government				
5	Income From Donors/ Projects				
6	Submission of Final Accounts reports				
7	Number of Audit Queries				
8	Answered Queries				
9	Pending Queries				
10	Number of Debtors				
11	Number of Creditors				
12	Number of theft episodes				
13	Personnel Budget				
14	Developmental budget				

Source: Songea DED Office, 2008

2.8.3.5 Main sources of income to Songea District Council and Level of Income generated from Council Economic Activities.

Table 2-13: Actual Revenue Collection

Revenue Source	2008			2008		
	Target	Actual	%	Target	Actual	%
Other Taxes						
Produce cess Tobacco						
Other Produce Cess						
Business Licenses						
Liquor Licenses						
Fees & Charges						

Revenue Source	2008			2008		
	Target	Actual	%	Target	Actual	%
Other Revenue						
TOTAL OWN SOURCE						
Govt. Grants P.E.						
Other charges						
Development						
TOTAL GOVT.						
GRAND TOTAL						

Source: Songea District Treasurer; 2008

2.8.4 Trade Department

2.8.4.1 Introduction.

Trade Section is responsible for managing business licensing and industrial licensing in accordance with the business licensing regulations. The section ensures that businessmen/women operate their affairs in accordance with the appropriate regulations and procedures. Trade Section also manages the growth of trade in the Council by establishing markets and trade centres in minor settlements and wards.

2.8.4.2 National Trade policy

The main objective of the industrial and trade policy is to support the sector towards the long term development and increase export to build strong economy in order to compete in global market as directed by National Development Vision 2025.

2.8.4.3 Function of Trade

- Implementation of Trade and industries Policies in the Council.
- Imparting of business and industrial knowledge and skills to the community.
- Coordinate, supervise and promote business and industrial Development in the Council.
- Management of trade and industries licenses

2.8.4.4 Key Results Areas

Na	Trade: Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Staff Establishment				
2	Number of Licenses owned by SME				
3	Number of Licenses owned by ME				
4	Establishment of small scale industries				
5	Registered companies				
6	Business Advisory (ward)				
7	License Inspection (Ward)				
8	Existing Markets				
9	Business names registration				
10	Open markets				
11	Trade centre				

Source: Songea DED Office, 2008

2.8.4.5 Constraints

2.8.5 Cooperative and Marketing Department

2.8.5.1 Cooperative and Marketing Policy

Encourage the establishment and continuous operation of member –owned and member controlled cooperatives, Fostering an efficient and effective cooperative movement structure, Supporting and encouraging the provision of cooperative education, training and research services that focus on members improvement, Encourage the establishment of cooperative societies in various sectors of the economy, Cooperatives to carry out activities that respect gender equality and environmental protection.

2.8.5.2 Function of Cooperative and Marketing Department

- Implementation of co-operative policy in the council
- To promote cooperatives and marketing of agricultural and livestock products.
- Provision of co-operative knowledge to the community.
- To promote mobilize and register cooperatives to improve capital and marketing services to farmers and livestock keepers.

- Inspection and audit of co-operatives and co-operative societies.
- Carrying out research on co-operatives management
- Sensitizing the community to prevent new HIV/AIDS infections.

2.8.5.3 Key Results Area

Table 2-14: Key Results Area

Na	Cooperative and Marketing Department Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Staff Establishment				
2	Number of SACCOs				
3	Training SACCOs members				
4	Inspection of SACCOs				
5	Number of cooperative societies				
6	Number income generating cooperative societies.				
7	Un-inspected cooperative societies				
8	Number of loan to members				
9	Number group loans Tshs				

Source: Songea DED Office, 2008

2.8.5.4 Cooperative Economic groups in the Council

Table 2-15: Details of Economic Groups in SDC, 2008

Economic Groups		Economic Groups	AMCOs	SACCOs	Institutions
Registered Groups					
No. of Members	M				
	F				
No. of Audited groups					
No. Groups with proper records					
No. Groups with counselled registration					

Source: Songea DED Office, 2008

2.8.6 Lands Department

2.8.6.1 Lands Policy

- Promotion of sustainable development of human settlement
- To facilitate the provision of adequate and affordable shelter to all income groups in Tanzania.
- Baseline land surveying and land making
- Land disputes to be settled by the responsible authority
- Cost sharing in land surveying
- To facilitate land lease acquisition

2.8.6.2 Function of Lands Department

- Land Survey and Mapping
- Property valuation.
-

2.8.6.3 Key Results Area

Table 2-16: Key Results Area

Na	Lands and Town Planning : Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Staff Establishment				
2	Surveyed plots				
3	Allocated plots				
4	Recreational areas				
5	Surveyed open spaces				
6	Number of plots being paid fees				
7	Number of plots indebted				
8	Cemetery				
9	Plots requirement				
10	Number of farms with certificate				
11	Bus stand				
12	Public toilets				
13	Low cost Building plans				
14	Surveyed settlement areas				
15	People plots requirement ratio				

Source: Songea DED Office, 2008

2.8.7 Natural Resources and Environmental Department

2.8.7.1 Introduction

The department is amongst departments of the SDC, which plays a great role in generating income of the district council (through collection of natural resources royalties) and well being of the community by providing them with various natural resources products.

2.8.7.2 Sector Policy

The principal objective of the policy is to strengthen the conservation and protection of natural resources for the sustainable use of resources products and other intangibles like soil, water conservation and Biodiversity Conservation.

2.8.7.3 Constraints

- Lack of funds and transport for monitoring
- Lack of funds for extending forestry activities
- Poor education

2.8.7.4 Function of the Department

- Implementation of Land and Natural Resources Policies in the Council
- Management of natural resources
- Land Management (Preparation of land use plans)

2.8.7.5 Key results Areas

2.8.7.6 Summary of Key Results Areas

Na	Natural Resources : Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
1	Staff Establishment				
	Forestry	8	5	-3	62.5
	Wild animal	3	2	-1	66.7
	Fishery	2	1	-1	50
	Beekeeping	2	1	-1	50
2	Number of bee keepers	411	372		
3	Number of bee housing	15741	15741		
4	Honey production (Lt)	8,000 kg	5120	2880	64

Na	Natural Resources : Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus Or Deficit	Perform. Level (%)
5	Forest area (km ²)	1,330,587 ha	1330587ha		
6	Number of seedlings	850,000	770,628	79372	90.9
7	Planted trees	1,500,000	1,416,140	83860	94.4
8	Mining area				
9	Mining production (tonnage)				
10	Number of miners				
11	Timber production (tonnage)		13 m ³		
12	Forest fire hazards		7		
13	Number of reserve games				
14	Hunting permits				
15	Hunting areas	4	2	1	
16	Bush fires episode under magistrate		3		

Source: Songea DED Office, 2008

2.8.8 Community Development Department

2.8.8.1 Introduction:

Community Development Department has a role of enabling communities to develop themselves by mobilizing their efforts into the self-help projects for the purpose of eradicating poverty and building the self - governing nation.

2.8.8.2 Community Development Policy

Comprises different policies which include Community Development, Gender and Children, Rural Development and National HIV/AIDS policies. They aim at fostering participatory development by involving people to participate effectively in their own development.

2.8.8.3 Function of Community Development Department

- Implementation of community Development, gender issues, women and children affairs policies in the council
- Carrying out research and sensitization aimed at recognizing and understanding obstacles to community Development through involvement of stakeholders in solving problems using available resources.
- Providing leadership skills to village leaders.
- Sensitize and advise on the establishment and management of economic groups of women and youth.

- Sensitizing the establishment and management of villages Day-care centres and ; centres for home crafts and nutrition.
- Liaise with stakeholders on the best ways of delivering service to women youth and disadvantaged groups e.g. orphans, people with disability and aged people.
- Sensitizing the community to establish, train and manage village building brigades.
- Establishment of the mechanism for mobilizing revolving funds and provision of loans to economic groups of women and youth.
- Collaborating with other stakeholders in sensitizing communities on prevention of spread of HIV/AIDS.

2.8.8.4 Key Results Area

Table 2-17: Key Results Area

Na	Community Development : Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus (+) Or Deficit (-)	Perform. Level (%)
1	Staff Establishment	22	14	-8	63.6
2	Number of economic groups	122	122	-	100
3	Number women economic groups	610	610	-	100
4	Training to community groups				
5	HIV/AIDS against groups				
6	Number of (NGOs)				
7	Number of (CBOs)				
8	Number of (FBOs)	2	2	-	
9	Number loaned women economic groups (MMWASOVI)	11	11	-	100
10	Number of loaned youth groups				
11	Amount of loan disbursed (Tshs)				
12	Number orphans				
13	Children living under vulnerable condition				
14	Vocational groups (Songea District Council)				
15	Education on establishment of income generating groups				
16	Education on establishment of SACCOs				
17	Education on sensitization of construction of better houses in rural areas				
18	Number of child care centres				

Source: Songea DED Office, 2008

2.8.9 Social Welfare Department

2.8.9.1 Introduction:

Social welfare refers to the nations system of programs, benefits and services that help people to realize those economic Social Health Education psychological needs that are fundamental to the wellbeing of the society.

2.8.9.2 Social Welfare Policy

Not established to date...

2.8.9.3 Function of Social welfare Department

- Coordinating and networking with all stakeholders dealing with disadvantaged groups
- Counselling

2.8.9.4 Key Results Area

Table 2-18: Key Results Area

Na	Social welfare: Type Of Service	Targeted/ Required Level 2008	Current Delivery Level 2008	Surplus (+) Or Deficit (-)	Perform. Level (%)
1.	Social workers staff	4	-	4	
2.	Number of MVC/OVC	-	-	-	
3.	Number of older people	-	-	-	
4.	Needs assessed MVC/OVC	-	-	-	
5.	Needs assessed to Older people	-	-	-	
6.	Number of participants	-	-	-	
7.	Number of older people supported	-	-	-	
8.	With FEC medical cards	-	-	-	

Source: Songea DED Office, 2008

2.8.10 Gender

As it is well known that, most of African customs and traditions do favour males than women especially in access to and control over resources as well as division of labour and decision-making. SONGEA has recognized gender to be among the key factors for ensuring the reform goals of good governance and sustainability of the planned interventions are attained.

The effort of bridging the gender imbalances and its attributes in SONGEA, several interventions

is carried out through Community Development Department..

2.8.11 Mainstreaming Gender

2.8.12 Analysis of policy makers and implementers by gender

Table 2-19: Number of Councillors by Gender

No	Ward	Councillors by Gender, 2008		DIVISION	Special Seat
		Male	Female		Female
1.	Wino	√		Muhukuru	2
2.	Ndongosi	√		Ruvuma	1
3.	Matumbi	√		Madaba	2
4.	Tanga	√			
5.	Gumbiro	√			
6.	Mpitimbi	√			
7.	Muhukuru		√		
8.	Magagura	√			
9.	Litisha	√			
10.	Kilagano	√			
11.	Maposeni	√			
12.	Lilambo	√			
13.	Mahanje	√			
14.	Matimira	√			

Source: DED Office (2008)

2.8.12.1 Analysis

The district has all 13 males elected councillors and one female from 14 wards. Also the council (SDC) has 5 special seat Councillors.

Comments

There is need for increased participation of women to contest for the seats from their respective wards

2.8.13 Analysis of HoD by gender

j

Table 2-20: No. of HoD by gender

No	Department	HoDs by Gender, 2008	
		Male	Female
1.	Administration and Personnel		√
2.	Planning	√	
3.	Finance	√	
4.	Natural Resources and Environment	√	
5.	Education and culture	√	

No	Department	HoDs by Gender, 2008	
		Male	Female
6.	Health	√	
7.	Agriculture and Livestock	√	
8.	Land Development	√	
9.	Cooperative and Marketing	√	
10.	Community development	√	
11.	Water	1	-
12.	Works	√	
13.	Trade	√	
	Total	12	1

Source: DED Office (2008)

2.8.13.1 Analysis

12 heads of departments are male and one head of department is female.

2.8.13.2 Comments

- More effort should be geared to get at least a quarter of heads of departments who are female.
- Heads of section who are female and qualified should be appointed to be heads of departments

2.8.14 Council Staff Establishment by Gender

Table 2-21: Council Staff Establishment by Gender

No	Department	SONGEA Staff by Gender, 2008		Total
		Male	Female	
1.	Administration and Personnel			
2.	Planning			
3.	Finance			
4.	Natural Resources and Environment			
5.	Education and culture			
6.	Health			
7.	Agriculture and Livestock	46	9	55
8.	Land Development			
9.	Cooperative and Marketing			
10.	Community development	9	5	14
11.	Water	20	4	24
12.	Works			
13.	Trade			

Source: Songea DED Office, 2008

2.8.14.1 Analysis

The district council is largely dominated by male employees in all departments

2.8.14.2 Comments

Deliberately effort should be put in recruiting qualified female employees at what ever vacancy appears

2.8.15 Mortality Rate by gender**Table 2-22: Mortality Rate by gender**

No	Department	Death by Gender, 2008		Total
		Male	Female	
1.	Administration and Personnel			
2.	Planning			
3.	Finance			
4.	Natural Resources and Environment			
5.	Education and culture			
6.	Health			
7.	Agriculture and Livestock	4	2	6
8.	Land Development			
9.	Cooperative and Marketing			
10.	Community development	-	-	-
11.	Water	-	-	-
12.	Works	-	-	-
13.	Trade			

Source: Songea DED Office, 2008

2.8.15.1 Analysis

Only health department has marginally affected by death compared to other departments

2.8.15.2 Comments

2.9 Provision of Services by Gender

2.9.1 Education Department

2.9.1.1 Teachers and pupils by gender

Table 2-23: Teachers and pupils by gender, 2008

No	Service	Gender				Total	%
		Male	%	Female	%		
1.	Enrolment rate of school going age	2636	97	2593	97	5229	97
2.	Transition No. to Govt. Secondary School	111	75	37	25	148	100
3.	No. Primary Teachers	549	55	458	45	1007	100
4.	Teachers Grade III A	402	52	374	48	776	100
5.	School drop out	12	0.1	25	0.1	37	0.1
6.	Pregnancy Std IV – VII	-	-	20	0.2	20	0.2
7.	School going age not attend school	70	2.6	69	2.6	139	2.6

Source: Songea DED Office, 2008

2.9.1.2 Analysis

- The result from table 4-5 shows shortage of teachers of Grade IIIA is high, equally most of teachers are males compared to female.
- Drop out due to pregnancy is also noted for girls, as compared to boys there are no effects of drop out.

2.9.1.3 Comments

- Efforts for more teachers for Grade IIIA should be put into place. More female teachers should be recruited

2.9.2 Education Staff by Grade and Gender

Table 2-24: Education Staff by Grade and Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder	4	0	4
2.	Diploma Holder	3	3	6
3.	Certificate Staff	1	0	1
	Total	8	3	11

Source: Songea DED Office, 2008

2.9.2.1 Analysis

The table 4-6 shows results are equally distributed by gender for education staff.

2.9.2.2 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.3 Health Department

Table 2-25: Health Department Staff Establishment by Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder	5	1	6
2.	Diploma Holder	58	17	75
3.	Certificate Staff	18	61	79
4.	Others	80	32	112
	Total	161	111	272

Source: Songea DED Office, 2008

2.9.3.1 Analysis

More male are better of in terms of education compared to female.

2.9.3.2 Comments

Female staff should be considered to be scaled up

2.9.3.3 Provision of other services by Gender

Table 2-26: Provision of other services by Gender

No	Service	Gender		Total
		Male	Female	
1.	Malnutrition			
	Malnutrition Case 2008			
	Children <1 and <5 attending MCH Clinics 2008			
2.	Immunization			
	Children covered by immunization 2008			
3.	Infant Mortality Death			
	Malaria			
	Measles			
	Cough			
	Other Diseases			
4.	Children under difficult condition			
	Orphan			

No	Service	Gender		Total
		Male	Female	
	Disabled			
	Total			

Source: Songea DED Office, 2008

2.9.3.3.1 Analysis

2.9.3.3.2 Comments

2.9.4 Agriculture and Livestock Development Department

Table 2-27: Agriculture and Livestock Development Department

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder	5	2	7
2.	Diploma Holder	37	7	44
3.	Certificate Staff	3	1	4
4.	Other	4	4	8
	Total	49	14	63

Source: Songea DED Office, 2008

2.9.4.1 Analysis

More agriculture and Livestock recruitment favours male compared to female who are extremely very few.

2.9.4.2 Comments

Recruitment and more training programme should be considered to female

2.9.5 Works/ Road Department

Table 2-28: Works/ Road Department

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder			
2.	Diploma Holder			
3.	Certificate Staff			
4.	Other			
	Total			

Source: Songea DED Office, 2008

2.9.5.1 Analysis

Female have place for Works / Road department all are male.

2.9.5.2 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.6 Water Department

Table 2-29: Water Department

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder	1	-	1
2.	FTC	1	-	1
3.	Certificate Staff	-	-	-
4.	Other – Trade test	18	4	22
	Total	20	4	24

Source: Songea DED Office, 2008

2.9.6.1 Analysis

Female have place for water department but in few number.

2.9.6.2 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.7 Other sectors/ Departments Department

2.9.7.1 Administrative and Personnel Department

Table 2-30: Administrative and Personnel Department

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder			
2.	Diploma Holder			
3.	Certificate Staff			
4.	Other			
	Total			

Source: Songea DED Office, 2008

2.9.7.1.1 Analysis

Few staff employed, new district and the process continues to fill vacant posts.

2.9.7.2 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.7.3 Planning Department

Table 2-31: Planning Department Staff Establishment by Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder			
2.	Diploma Holder			
3.	Certificate Staff			
4.	Other			
	Total			

Source: Songea DED Office, 2008

2.9.7.3.1 Analysis

Few staff employed, new district and the process continues to fill vacant posts.

2.9.7.4 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.7.5 Trade Department

Table 2-32: Trade Department Staff Establishment by Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder			
2.	Diploma Holder			
3.	Certificate Staff			
4.	Other			
	Total			

Source: Songea DED Office, 2008

2.9.7.5.1 Analysis

Few staff employed, new district and the process continues to fill vacant posts.

2.9.7.6 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.7.7 Finance Department

Table 2-33: Finance Department Staff Establishment by Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder			
2.	Diploma Holder			
3.	Certificate Staff			
4.	Other			
	Total			

Source: Songea DED Office, 2008

2.9.7.7.1 Analysis

Few staff employed, new district and the process continues to fill vacant posts.

2.9.7.8 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.7.9 Community Development, Gender and Children Department

Table 2-34: Community Development Staff Establishment by Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder	3	-	3
2.	Advanced Diploma Holder	3	1	4
3.	Certificate Staff	2	4	6
4.	Other	1	-	1
	Total	9	5	14

Source: Songea DED Office, 2008

2.9.7.9.1 Analysis

Few staff employed, new district and the process continues to fill vacant posts.

2.9.7.10 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.7.11 Cooperative and Marketing Department

Table 2-35: Cooperative and Marketing Department Staff Establishment by Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder			
2.	Diploma Holder			
3.	Certificate Staff			
4.	Other			
	Total			

Source: Songea DED Office, 2008

2.9.7.11.1 Analysis

Few staff employed, new district and the process continues to fill vacant posts.

2.9.7.12 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.7.13 Land and Urban Planning Department

Table 2-36: land and Urban Planning Staff Establishment by Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder			
2.	Diploma Holder			
3.	Certificate Staff			
4.	Other			
	Total			

Source: Songea DED Office, 2008

2.9.7.13.1 Analysis

Few staff employed, new district and the process continues to fill vacant posts.

2.9.7.14 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

2.9.7.15 Natural Resources and Environment Department

Table 2-37: Natural Resources Department Staff Establishment by Gender

No	Service	Gender		Total
		Male	Female	
1.	Degree Holder			
2.	Diploma Holder			
3.	Certificate Staff			
4.	Other			
	Total			

Source: Songea DED Office, 2008

2.9.7.15.1 Analysis

Few staff employed, new district and the process continues to fill vacant posts.

2.9.7.16 Comments

Sensitization and education on gender mainstreaming should be put into place and continue to be incorporated.

CHAPTER THREE

3.0 INSTITUTIONAL ANALYSIS

During the Strategic Plan Review, participants noted with concern some of the low level of service provision and agreed that new strategies needed to improve the performance. The further established causes for the low level of service provision and went further to identify forces that could hinder the restructuring process. In a nutshell the work shop was trying to analyze the ability of Songea District Council to perform its roles for this Strategic Plan an analysis on the strengths, Weaknesses, Opportunities and Threats to the Council is made.

3.1 OPORTUNITIES & OBSTACLES TO DEVELOPMENT

SECTOR	OPORTUNITIES	OBSTACLES
Agriculture	<ul style="list-style-type: none"> - Enough arable land - Abundant Manpower - Reliable Rainfall - Suitable climate for various crops - Suitable land tenure for irrigation 	<ul style="list-style-type: none"> - Shortage of Extension staff - Un-affordability of farm inputs to farmers - Unreliable market for farmers products - Low products prices - Poor infrastructures - Pests and Diseases outbreak - Shortage of storage facilities - Unavailability of inputs on time
Livestock	<ul style="list-style-type: none"> - Enough arable land for grazing - Animal disease free zone - Well distributed water sources for watering animals - Availability of animal feeds - Open market for animals & animal products - Existence of livestock keeping, individually and under special projects 	<ul style="list-style-type: none"> - Shortage of Extension staff - Diseases outbreaks - Inadequacy of infrastructures - Un-affordability of Livestock inputs - Inadequate of extension fund and transport facilities - Un demarcated land use - Rejection of Livestock Investors from outside the District
Natural Resources	<ul style="list-style-type: none"> - Participatory Forest Management Programme for joint Forest Management and Community Based Forest Management - Availability of Miombo Forest to be conserved and for Beekeeping Industry - Rivers for fishing activities (Ruvuma & Ruhuji rivers) - Tourist Hunting Blocks as a District Council Source of income 	<ul style="list-style-type: none"> - Illegal harvest of natural resources products - Inadequate staff - Shortage of working gears (Vehicles, Motorcycles) - Uncontrolled forest fires which lead to environmental degradation
Water	<ul style="list-style-type: none"> - Rivers which flow all the year round (Throughout the year) - Availability of water sources areas for construction of improved traditional water 	<ul style="list-style-type: none"> - Low contribution of water user funds - Insufficient supervision of water user funds - Destruction of water sources areas (Farming, Grazing etc.)

SECTOR	OPORTUNITIES	OBSTACLES
	<ul style="list-style-type: none"> wells – Established water user funds – Rural Water Supply and Sanitation Programme 	<ul style="list-style-type: none"> – Shortage of staff and working gears
Lands	<ul style="list-style-type: none"> – Enough land to be developed – Willingness of the Community to contribute survey fee for plots production – Contribution of funds by Ministry of Lands and Human Settlement on implementing the New Village Land Act No. 5 of 1999 to the village – PDRF Programme from Ministry of Lands and Human Settlement – Continue to implement the National Land Policy of 1995 so as to enable people (Community) to achieve their goals 	<ul style="list-style-type: none"> – Shortage of working equipment – Shortage of funds to introduce / implement awareness to the people about Land Act No. 5 of 1999 – Delaying of certificate of right of occupancy to the village – Shortage of staff especially in urban and rural planning sector – Shortage of fund for land parcel mapping
Community Development and Gender	<ul style="list-style-type: none"> – Women Development Fund (MMWASOVI) – Availability of Rural financial institution (i.e SACCOs) – 	<ul style="list-style-type: none"> – Inability of council to contribute to Women development fund (MMWASOVI) – Low pace of loan recovery by economic groups – Low awareness among community about child rights
	<p>Gender: Presence of Gender Task Force within the district</p>	<ul style="list-style-type: none"> – Low awareness among community and decision makers about gender.
	<p>HIV / AIDS:</p> <ul style="list-style-type: none"> – TACAIDS – Existing NGOs dealing with HIV/AIDS pandemic – HIV/AIDS Intervention plan 	<ul style="list-style-type: none"> – Slow behavioral change among communities. – Existence of destructive culture and beliefs – Drugs abuse among juvenile.
Social Welfare	<ul style="list-style-type: none"> – The law of marriage Act 2002 – Inheritance Act – MVCC/CMAC in all Villages – National ageing policy – MKUKUTA Policy 	<ul style="list-style-type: none"> – Shortage of social worker staff – Inadequate data concerning MVC/OVC – Aged people – Inadequate knowledge on older caring MVC/OVC and older people.
Cooperatives	<ul style="list-style-type: none"> – Arable land for Agriculture production – Potential income from 	<ul style="list-style-type: none"> – Decreasing production of cash crops (Coffee and Tobacco)weaken the economical strength of Agricultural

SECTOR	OPORTUNITIES	OBSTACLES
	<p>Agriculture production, small business and Livestock keeping</p> <ul style="list-style-type: none"> - Existence of Cooperative Societies in most of the rural areas - Support from 2 Micro finance programmes on Poverty Alleviation and Rural Financial Services and Dunduliza Co. Ltd 	<p>Marketing Cooperatives</p> <ul style="list-style-type: none"> - Unprofessional staff, untrained board members and lack of Cooperative Education and business skill to members undermine the operational effectiveness and financial efficiency of Cooperatives Societies. - Low membership and low savings mobilization weaken the impact of SACCOS to the majority of the rural poor. - Lack of regular inspection and good office premises reduce members confidence on SACCOS services
Health	<p>Preventive:</p> <ul style="list-style-type: none"> - Support from different partners in relation to prevention health aspect. Include: APOC (Onchocercuses), TACAIDS, UNICEF, MEDAS & PSI – TANZANIA, Sight savers, World Vision and CSSC. <p>Treatment:</p> <ul style="list-style-type: none"> - Willingness of Central government and other stakeholders to support treatment of Songea inhabitants. - Availability of drugs for treatments 	<ul style="list-style-type: none"> - Shortage of staff (Health Officers) - Shortage of working gears (Vehicles, Motorcycles) - Late release of funds - Low pace/awareness of community to implement environmental cleanliness - Lack of education to community on how to prevent themselves from HIV/AIDS - Shortage of staff (Clinical officers) - Delay in release of drugs & Medicines - Shortage of working gears (Vehicles, Motorcycles) - Low willingness of the Community contribution to CHF - Shortage of ARVs to meet requirement - Low pace/awareness of community to complete treatment
Education	<ul style="list-style-type: none"> - Secondary Education programme (SEP) - Primary Education Development Programme (PEDEP) - Availability of abundant Manpower in lower level - National Education Fund - Willingness of community to support education sector 	<ul style="list-style-type: none"> - Shortage of working gears - Low pace of community to contribute in construction of Primary and Secondary schools - Lack of Laboratories, Hostels and Transport in Secondary Schools - Failure for Most vulnerable Children and Orphans to continue with Secondary School Education
Trade	<ul style="list-style-type: none"> - Small and Medium Enterprises policy - Willingness of Financial institutions to lender loan - Availability of empowerment fund 	<ul style="list-style-type: none"> - Slowness in loan recovery - Lack of market information

3.2 INSTITUTIONAL ANALYSIS OF SDC

The following is the summary of its strengths, and impact, strategic value, opportunity and comparative advantages, weaknesses and threats.

3.2.1 STRENGTH AND IMPACT

SDC has the following strength and impact that make it the undisputable reliable provider of all services.

- Has infrastructure to support all types of service provision
- Is still the major provider of basic services
- Has experience in co-ordination and working with other service providers
- Has experience in local resource mobilization
- Has experience in management of resources from within and from other donors
- Has control of government structures to the grassroot level
- Enjoys political support of all parties
- Enjoys community support as the latter's own institution
- Has committed, skilled and experienced human resource in all fields
- Enjoy team work spirit of its employees
- Has good leadership of both staff and that from the electorates
- Enjoy donor support in development issues
- Has no competitor as a Local Authority within its area of jurisdictions
- Its existence is backed by Act of Parliament
- Has mandate to pass bylaws for enforcing the implementation of its activities.
- Has full support in all fronts from the central government
- Can boast of achievements in the provision of different services

3.2.2 WEAKNESS

Despite the strengths and opportunities the SDC has, it all recognizes to have the following weakness, which will be addressed in future if its intended objectives are to be met

- Shortage of staff in some key sectors
- Having no authority to fill posts that fall vacant at any time
- Existence of negligent/ unethical incidences by some staff in the key sectors
- Poor service delivery in some sectors
- Inability to provide basic facilities in some service delivery points
- Poor incentive schemes to its staff
- Inability to mobilize local financial resources
- Inability to utilize the abundant human resource
- No power in resource allocation from sectoral ministries

3.2.3 OPPORTUNITIES

- Good climate with reliable rainfall

- High agricultural potential including irrigation
- Possibility of introduction of new cash crops
- Carrying capacity still very low
- The development of Mtwara corridor can open trade and industry
- Possibility of expanding donor base support
- Availability of variety of materials sets a high investment in the mining industry
- Mahatuta falls sets potential for hydro-electricity

3.2.4 CHALLENGES

The Council considers the following threats to exist and that can affect the implementation and achievement of the set objectives in the plan period.

- Persistent high morbidity among the population
- High Infant Mortality Rate
- High Maternal Mortality Rate
- High incident rate of HIV/AIDS infections
- Low school enrolment rate
- Poor availability of school equipment and buildings
- High drop out rate
- High illiterate rate
- Existence of rigid government regulations
- Uncontrolled bush fires
- Resistance by some ministries towards the restructuring programme
- Low local income generation

3.3 VISION AND MISSION STATEMENT FOR SDC

Songea District council having considered the different aspects of the environmental situation and in particular its strengths, opportunities, weaknesses, and threats, came up with a **vision** and **mission** statement for the council.

Songea District Council has now provided a panoramic view of where it heading to in the provision of services. It has also spelled out its long-term business purpose, which further moulds the organizational purpose. The SDC Strategies vision states that:

3.3.1 THE VISION

THE AGREED COUNCIL'S VISION

Songea District Council is able to provide better economic and social services to its people.

3.3.2 THE MISSION

THE AGREED COUNCIL'S MISSION STATEMENT

SDC empower community economically for the purpose of improving their standards of living.

The purpose of the council is given by the Basic Functions of the council as stipulated in the Local Government Act No. 7 (District Authorities) of 1982. Under the S 111(1) (a)-(c) of the act the basic functions of the District Council to be:

- Maintain and facilitate the maintenance of **Peace and Good Governance**
- Promote the **Social Welfare** and **Economic** well being of its people
- To further the **Social** and **Economic Development** in its area of jurisdiction

Furthermore, taking into consideration the new move of involving the key stakeholders (of SDC) and community participation as stated in the mission statement, the "new Council" (derived in step 5) intends to carry out the following duties in the short and medium term:

- + For the suppression of crime, maintenance of peace and good order and the protection of public and private property lawfully acquired
- + For the Control and improvement of Agriculture, Trade, Commerce and Industry
- + For furtherance and enhancement of Health, Education and the Social, Cultural and Recreational life of the people
- + For the **Development**, Mobilization and **Application** of **Productive forces** to eradication/alleviation of **poverty, diseases and ignorance**

CHAPTER FOUR

4.0 KEY RESULT AREAS

Key result areas where the residents and stakeholder should expect better service delivery in the next five years (2008-2012) are based on the following considerations:-

- Stakeholders' workshop
- CCM election manifesto of 2005
- National objectives and priorities
- Tanzania Development Vision 2025
- National Growth and Poverty Reduction Strategy (NGPRS – “MKUKUTA”)
- Poverty and Human Development Report 2007
- Local Government Legislation Act No. 7, 8, 9 and 10 and Local Government Act (Miscellaneous Amendment) Act 1999
- Council Development Plan and Budget
- Post OSAKA Experience
- National Economic Empowerment Strategies

The following are the key outputs expected to be achieved by each department during the plan (2008-2012).

S/N	Department	Key Result Area
1	Education	<ul style="list-style-type: none"> ▪ School buildings constructed and rehabilitated (classes, staff quarters and school pit latrines) ▪ School equipment on place (desks, books e.t.c.) ▪ Teachers employed/trained ▪ Enrolment of pupils raised
2	Health	<ul style="list-style-type: none"> ▪ Vaccination coverage increased ▪ Report of HIV/AIDS/STD's transmission reduced ▪ Maternal mortality rate reduced ▪ Prevalence of malaria reduced ▪ Drug procurement rate increased
3	Water	<ul style="list-style-type: none"> ▪ Provision of potable water (clean, safe and sufficient) raised
4	Works	<ul style="list-style-type: none"> ▪ Roads and bridges rehabilitated ▪ Bridges constructed ▪ Road maintenance ▪ Council building renovated ▪ Council buildings constructed
5	Agriculture/Livestock	<ul style="list-style-type: none"> ▪ Introduction mushroom production ▪ Area for irrigation increased/expanded

S/N	Department	Key Result Area
		<ul style="list-style-type: none"> ▪ Livestock epidemic diseases controlled or reduced ▪ Stock routes established ▪ Crop loss in field and stores caused by pests and diseases reduced ▪ Increase of agriculture production
6	Trade	<ul style="list-style-type: none"> ▪ Number of small industries increased ▪ Number of market buildings in the villages increased ▪ Number of market for agricultural products minimized ▪ Number of trade officers increased ▪ Border trade center at Kasesya developed
7	Lands	<ul style="list-style-type: none"> ▪ Government revenue collection increased ▪ Certificate of occupancies for farms prepared ▪ Layout plans and survey plots in minor settlement prepared ▪ Village boundaries surveyed ▪ Village land use plan prepared ▪ Minor settlements of Peramiho, Madaba, Magagura and Mpitimbi squatter upgraded ▪ Property tax in minor settlements established ▪ People educated about Land Act No. 5 of 1999
8	Co-Operative	<ul style="list-style-type: none"> ▪ Community banks established ▪ Co-Operative education provided ▪ Number of technical staff increased
9	Natural Resources	<ul style="list-style-type: none"> ▪ Trees planted ▪ Number of bee keepers increased ▪ Production of fish increased ▪ Number of fish ponds increased ▪ Wildlife conservation education provided ▪ Number of staff increased
10	Planning	<ul style="list-style-type: none"> ▪ Methods of data collection and storage improved ▪ Data bank established
11	Administration	<ul style="list-style-type: none"> ▪ Qualified employees recruited and confirmed ▪ Working environment improved ▪ Human resources capacity improved ▪ Good governance is promoted to the grass root level
12	Cultural	<ul style="list-style-type: none"> ▪ Outdated customs and beliefs reduced ▪ Historical sites promoted ▪ Theatre art groups revived
13	Community Development	<ul style="list-style-type: none"> ▪ Community improvement promoted ▪ Behaviour change towards HIV prevalence
14	Social Welfare	<ul style="list-style-type: none"> ▪ Number of MVC/Older people(and disadvantaged group) to be available.

S/N	Department	Key Result Area
		<ul style="list-style-type: none"> ▪ Number of disadvantaged groups MVC/OVC's , older people with disability to be available ▪ Needs assessment of disadvantaged group to be known ▪ Disadvantaged group to be empowered economically ▪ Older persons day to be celebrated ▪ Disadvantaged group to be supported with basic needs which have been assessed ▪ Community to aware in disadvantaged group rights.
15	Finance	<ul style="list-style-type: none"> ▪ Council revenue from own sources increased

CHAPTER FIVE

5.0 STRATEGIC OBJECTIVES AND STRATEGIES

Songea District Council listed objectives according to priorities set. Also concluded strategies, which will be used to implement the objectives established. Below are summaries of strategic objectives for the 14 district departments and 1 section.

5.1 STRATEGIC OBJECTIVES

	Strategic Objectives	Strategies
PLANNING	To increase revenue base of Songea District Council to meet its obligations by the year 2011	– To solicit funds for construction of 2 Market centres
	To enhance better working environment	– To solicit funds for construction of new office accommodation
	To improve participatory planning at all levels by the year 2011	– To conduct a review exercise of O & OD Planning plans (Community plans)
	To have a proper monitoring of the implementation of National Strategy for Growth and Reduction of Poverty (MKUKUTA)	– To establish District Data Monitoring System. – To solicit funds for procurement of 1 Vehicle
GENDER	1. Mainstreaming gender at all levels by the end of June 2011	– Disseminate gender issues at lower level – Enact gender policy
HIV/AIDS	1. Reduce HIV/AIDS transmission rate from 7.1% in 2008 to 4.0% by the end of June 2011	– Implement HIV/AIDS interventions at working place – Empower disadvantaged groups on income generating Activities (IGAs) and entrepreneurship.
WORKS	Increase accessibility in rural areas throughout the year by doing rehabilitation of District road network to gravel standard from 91.7 Km in 2008 to 109 Km by the year 2011	– Involve community participation in rural road maintenance – Contract out rehabilitation works
AGRICULTURE & LIVESTOCK	To increase the total production area from 10.3% in 2008 to 12% by 2011	– To educate farmers on recommended crop husbandry and practices – To ensure the use of recommended amount and quality of agricultural inputs (Seeds, fertilizers and agrochemicals) – Promote the use of IPPM techniques through FFS extension methods – To facilitate farmers to use modern agricultural implements / machines
	To reduce environmental degradation in Agricultural land from	– Allocation of Rangelands in possible villages

	Strategic Objectives	Strategies
	234 Ha. In 2008 to 170 Ha. By 2011	<ul style="list-style-type: none"> - To perform land use plan exercise in every village - To train farmers on conservation tillage, No till and crop rotation - To conduct campaigns against fire on setting
	To increase the number of Irrigation Schemes from 17 in 2008 to 23 by the year 2011	Identification of potential areas (irrigation lands) To sensitize farmers in potential areas on the importance of irrigation Identification of farmers who are ready to practice irrigation Training farmers on irrigation techniques
	Increase the number of irrigation infrastructures so as to increase area and efficiency in irrigation - Intakes from 9 in 2008 to 15 by 2011 - Lined Canals from 4 in 2008 to 9 by 2011	<ul style="list-style-type: none"> - Identification of new areas for intakes - Identification of areas for lining - To conduct surveys for intakes & Canals - To construct intakes and Canals
	To promote rainwater harvest by incorporating 4 small scale dams and reservoirs	<ul style="list-style-type: none"> - Identification of areas that need rainwater harvest - Identification of farmers who will work on rainwater harvest projects - Training of farmers on construction and management of small scale rainwater harvest structures - Construction of rainwater harvest structures
	To facilitate farmers to reduce post harvest losses from 20% in 2008 to 10% by the year 2011	<ul style="list-style-type: none"> - To train farmers on safe handling and utilization of agrochemicals - To train farmers on the use of traditional and improved storage facilities. - To promote the use of resistant varieties
	To increase the number of capacitated extension staff from 58 in the year 2008 to 79 by the year 2011	<ul style="list-style-type: none"> - To provide working gears to field extension staff - To provide service training and short courses to extension staff - Training of extension staff and farmers through FFS
	To increase extension service delivery capacity from an average of 2 extension agent/ward in 2008 to 1 extension agent/village by the year 2011	<ul style="list-style-type: none"> - Employing new extension staff - Inviting application from already employed staff from other councils/places to join our council - To train Para professionals who will assist the few field extension staffs - To increase collaboration with other stakeholders
	To increase the number of farmers/farmer groups dealing with agro processing industry from 23 in 2008 to 35 by the year 2011	<ul style="list-style-type: none"> - To sensitize farmers on the need of agro processing. - To identify farmers who are ready to engage on agro processing - To train farmers on agro processing - To equip farmers with agro processing facilities

	Strategic Objectives	Strategies
		<ul style="list-style-type: none"> - To link farmers with markets for their processed goods - Sensitization and organization of farmers to contribute in the implementation
	<p>To increase the number of Livestock infrastructures in operation</p> <ul style="list-style-type: none"> - Cattle dips from 14 in 2008 to 20 by the year 2011 - Slaughter slabs from 3 in 2008 to 14 by the year 2011 - Min abattoirs from 2 in 2008 to 3 by the year 2011 - Primary livestock markets from 0 in 2008 to 3 by 2011 - Char co dams (Malambo) from 0 in 2008 to 2 by 2011 	<ul style="list-style-type: none"> - Sensitization and Mobilization of farmers on contribution and importance of infrastructures - To construct/rehabilitate cattle dips - To construct/rehabilitate slaughter slabs - To construct Mini abattoirs - To construct Char co dams - To construct Primary livestock markets - To train farmers on the management of Livestock infrastructures
	<p>To facilitate farmers to increase the number of improved livestock.</p> <ul style="list-style-type: none"> - Dairy cattle from 3,079 in 2008 to 5,000 by the year 2011 - Dairy goats from 377 in 2008 to 1,500 by the year 2011 - Chicken (layers) from 4,500 in 2008 to 6,000 by the year 2011 - Pigs from 17,553 in 2008 to 20,000 by the year 2011 	<ul style="list-style-type: none"> - To sensitize farmers and prepare initial - To increase use of improved breeds and A.I. - To train farmers on recommended animal husbandry - To increase range land and pasture improvement - To strengthen disease control measures and services - To retrain extension staff
	<p>To increase the number of farmers practicing Organic Farming techniques from 159 in 2008 to 250 by the year 2011</p>	<ul style="list-style-type: none"> - Sensitize farmers on Organic farming - Training of farmers on Organic farming - Identification of areas suitable for Organic farming - To facilitate farmers on Organic farming agro inputs - Provision of Organic farming extension services - Inspection of organic produce/farms/Livestock - Linking farmers to markets
	<p>To enhance the availability of nutritious diet to 200 households with HIV/AIDS victims by the year 2011 through the introduction of local chicken project and training farmers on proper food preparations techniques</p>	<ul style="list-style-type: none"> - To train farmers on proper food preparation techniques - To introduce local chicken project to households with HIV/AIDS victims - To Train farmers the husbandry of local chicken

	Strategic Objectives	Strategies
	To train 1,200 farmers and 67 extension staffs on HIV/AIDS by 2011	<ul style="list-style-type: none"> - To sensitize farmers on HIV/AIDS - To train Farmers on HIV/AIDS - To train extension staff on HIV/AIDS
	To facilitate District Agriculture/Livestock officers with necessary logistic support: - <ul style="list-style-type: none"> - Vehicles from 1 in 2008 to 2 by the year 2011 - Motorcycles from 4 in 2008 to 14 by the year 2011 - Computers from 6 in 2008 to 12 by the year 2011 - Video camera from 0 in 2008 to 2 by the year 2011 - TV set fro 1 in 2008 to 2 by the year 2010 - Office Chairs from 6 in 2008 to 17 by the year 2011 	<ul style="list-style-type: none"> - Provision of transport facilities at District headquarters, Wards and village level - Provision of office equipments - Provision of adequate and sound office furniture - Provision of protective gears to staff - Provision of adequate staff quarters - Provision of fuel, spare parts and remuneration to staff
NATURAL RESOURCES:	To facilitate community to plant trees in 14 wards having 71 villages from 1,600,000 by the year 2008 to 4,600,000 by the year 2011	<ul style="list-style-type: none"> - Dissemination of skills to the Community in tree seedlings production - To mobilize the community to use tree wildings as a source of planting materials - Use of village by laws regarding tree planting
	To increase the use of improved Cook stoves from 600 households by the year 2008 to 1,800 by the year 2011	<ul style="list-style-type: none"> - Training villagers on construction of improved Cooking stoves
	Involvement of the community on participatory forest management and creation of village forest reserves from 3 by the year 2008 to 6 villages by the year 2011	<ul style="list-style-type: none"> - To strengthen village environmental Committees so that they can perform their roles efficiently and effectively - Regular patrols in forest land - Introduction of Participatory Forest Management in respective villages
	To involve the community in the protection of human life and their properties against dangerous and problem animals at ward level from 3 wards by the year 2008 to 6 wards by the year 2011	<ul style="list-style-type: none"> - Provision of Immunitions
	To facilitate the community to increase beekeepers groups from 24 in 2008 to 34 groups by the year 2011	<ul style="list-style-type: none"> - Identification of bee keepers groups and training groups of bee keepers in modern beekeeping - Provision of bee equipment under cost sharing
	To facilitate the community to increase number of fish farmer groups from 10 groups in 2008 to 25 groups by the year 2011	<ul style="list-style-type: none"> - Identification of fish farmer groups and training on modern fish farming - Provision of fishing gears under cost sharing
WATER	Increase accessibility of water service to people of Songea District Council from 91,019 (58%) by the year 2008 to 102,004 (65%) by	<ul style="list-style-type: none"> - Implement water supply Schemes with collaboration with different stakeholders by using different affordable technologies

	Strategic Objectives	Strategies
	the year 2011	<ul style="list-style-type: none"> - Promote small scale rain water harvesting - Mobilize community on water supply sources protection - Maintain existing water supply schemes to those are not functioning well - Make sure that national water Policy are known to all and implemented by community - Strengthening District Councils by laws concerning water sources protection - Mobilize, form and strengthen water user groups, village water committees and water Associations - Ensure that every village have water fund so that to incur the costs of operation and maintenance of their water projects. - Create awareness among workers of water department on HIV/AIDS - Using RWSS Programme to provide the accessibility of clean and safe water to the people of Songea District Council at the distance less than or equal to 400 M and create awareness to the community on sanitation matter - Strengthening District water supply and sanitation team (DWST)
ADMINISTRATION	Strengthening establishment in all levels from 1,526 by the year 2008 to 1,980 by the year 2011	<ul style="list-style-type: none"> - Identifying vacant posts - Frequent follow up of employment permits from PS Central Establishment
	Come up with workers out put related performance from 110 by the year 2008 to 1,980 by the year 2011	<ul style="list-style-type: none"> - Exercise OPRAS at all levels - Capacity building - Exercise proper job listing and job description
	Ensure Council’s goals are attained between 75% by the year 2008 to 95% by the year 2011	<ul style="list-style-type: none"> - Provision of moral and material incentives to workers - Having a teamwork spirit - Capacity Building - Exercise proper job description and job relations
	Promote workers participation in decision making from 20% by the year 2008 to 80% by the year 2011	<ul style="list-style-type: none"> - Maintain and monitor Councils Gender Policies - Monitor Councils meetings - To delegate some responsibilities to subordinates - Holding departmental meetings - Devolution of power from central to lower levels
	Ensure community participation in social economic issues from	<ul style="list-style-type: none"> - Provision of civic education to the community

	Strategic Objectives	Strategies
	20% by the year 2008 to 80% by the year 2011	<ul style="list-style-type: none"> - Ensure constitutional meetings are held at all levels - Encourage the community to attend open full council meeting - Community Development staff to be committed in mobilization - Capacity building to WEOs and VEOs through training
	Rehabilitation and construction of village offices from 39 by the year 2008 to 71 by the year 2011 and Council’s staff houses from 3 in 2008 to 10 to 10 by 2011	<ul style="list-style-type: none"> - Mobilization of resources necessary for such services - Monitoring of office construction
	Rehabilitation of Council’s offices (Head office)	<ul style="list-style-type: none"> - Identification of the number of offices - Mobilizing resources of funds
	Minimize corruption practices from 20% by the year 2007 to 0.5 by the year 2010	<ul style="list-style-type: none"> - To provide an incentive package to Council’s employees - To strengthen Anticorruption unit at council level - To make corruption issues as an agenda in every CMT meeting - To ensure availability of practicable client charter agreement - To be transparent in service provision - Adherence to rules and regulations at work
	Services improved and HIV/AIDS infections Reduced from 20% in the year 2008 to 15% by the year 2011	<ul style="list-style-type: none"> - Advocacy to employees - To disseminate message on Gender specific HIV/AIDS prevention - To support employees who are affected by providing meals - To provide light duties to the affected employees. - To encourage the affected employees with HIV/AIDS to be open voluntarily
	Ensuring economic support to aged members of community	<ul style="list-style-type: none"> - Identify more aged members of community - Mobilization of economic groups among them - Provide them with free Social services eg. Health, water and education for their children
	Improving information Technologies	<ul style="list-style-type: none"> - Availability of Lap top and Desktop Computers at DED’s office and Personnel department - Availability of Transport for Administration and Personnel
	Ensure 71 village by laws are prepared from 0% in 2008 to 100% by 2011	<ul style="list-style-type: none"> - Preparation of bills - Capacity building to WEOs and VEOs - Facilitation to Councilors, Head of Departments, Village Council members and Ward tribunal Members

	Strategic Objectives	Strategies
	Amendment of Council bylaws and ensure that all by laws and principal legislations are adhered from 0% in 2008 to 80% by 2011	<ul style="list-style-type: none"> - To prepare bills - Facilitation to HoDs
COOPERATIVES	To increase the number of rural Ward SACCOS from 12 by the year 2007 to 14 by the year 2010	<ul style="list-style-type: none"> - Sensitization on the importance of services - Processing of registration Certificate - Mobilization of membership, savings and shares
	Capacitating Cooperative staff with short courses on Micro finance from 2 staff in the year 2007 to 4 staff by the year 2010	<ul style="list-style-type: none"> - Employment of 2 cooperative officers - To provide in service training to Cooperative officers on Micro finance best practice
	To increase number of SACCOS members from 9,555 year 2007 to 14,000 by the year 2010	<ul style="list-style-type: none"> - Mobilization campaign to different categories of people, youth and women, Cooperative members, Religious and influential people - Introduction of SACCOS field days - Printing and Distribution of ACCOS Posters - To use local radio for SACCOS promotion
	To increase the amount of members savings from 544,578,687 year 2007 to 850,000,000 by the year 2010	<ul style="list-style-type: none"> - To mobilize members in all SACCOS to increase their savings through general meetings and public rally - Construction or rehabilitation of SACCOS front office services for safe custody of their money - Printing and distribution of Posters
	To increase the number of irrigation Cooperative Society from 1 year 2007 to 3 by the year 2010	<ul style="list-style-type: none"> - Sensitization on Paddy farmers on the establishment of their cooperative - Processing registration certificate - Mobilization of members and share contribution
	To strengthen the performance of ward registered SACCOS from 4 in the year 2007 to 14 by the year 2010	<ul style="list-style-type: none"> - To train SACCOS managers on Book keeping, Finance and Micro finance - Training of SACCOS board members on management of Micro finance Institutions - Members education in their duties and responsibilities - Quarterly inspection and follow up of SACCOS operations - Auditing SACCOS final accounts - Employment of Cooperative officers - Availability and supply of working tools like Safes, Cash boxes and Books of Accounts
	To strengthen the performance of Agricultural Marketing	<ul style="list-style-type: none"> - To amalgamate weak Societies

	Strategic Objectives	Strategies
	Cooperative Societies from 0 in the year 2007 to 8 by the year 2010	<ul style="list-style-type: none"> - Farmers Campaign on cash purchase of agricultural inputs instead of borrowing from Tobacco Companies - Residential training to AMCOS Managers on Book keeping and AMCOS Management - To train AMCOS board members on their duties - Quarterly inspection and follow up of AMCOS operations - Audit of AMCOS Final Accounts - Introduction of alternative cash crops for cooperative Societies - Campaign to increase the number of AMCOS active members
Trade	Increase number of business Men and Women from 600 in the year 2008 to 1,100 by the year 2011.	<ul style="list-style-type: none"> - Small Scale enterprises Promotion / mobilization. - Regular follow up.
	Maintain 12 open market areas Annually from year 2008 to the year 2011	<ul style="list-style-type: none"> - Construction of Markets in the Wards headquarters
	Increase number of Markets from 3 by the year 2008 to 35 by the year 2011.	<ul style="list-style-type: none"> - Implementing SMEOs Policy
	Promote SMES investment activities from 12 year 2008 to 20 by the year 2011	<ul style="list-style-type: none"> - Adopt best Programme approach (Business environment strengthening for Tanzania) - Capacitate the business men through training
INTERNAL AUDIT	To reduce chronic audit queries from 12 in 2008 to 3 big the year 2011	<ul style="list-style-type: none"> - Conducting quarterly auditing - Strengthening internal control system - Provide training on basic accounting principles methodologies to all village accounts
	To improve village accounting system and methodologies from 20 in 2008 to 67 by 2011	<ul style="list-style-type: none"> - Provide training on auditing and Financial Management to all village accounts - Make regular check to all books of account to all villages
FINANCE	Improving and strengthening Financial and reporting principles by June 2011	<ul style="list-style-type: none"> - To capacitate the Finance staff on accounting principles - Create awareness on EPICOR system to all Finance staff - To capacitate the Finance staff on International Public Sector Accounting Standards (IPSAS) - Create awareness on PlanRep to Finance staff - Encourage and capacitate staff to attend short courses and attempting professional Programmes. eg. CPA.

	Strategic Objectives	Strategies
	Increase Council’s revenues from Tshs. 119 M in the year 2008 to Tshs 500 M. by June 2011	<ul style="list-style-type: none"> – Identification of idle resources available within our locality – To establish Commercial buildings and Business Centre – Provide advocacy to the community about the importance of produce cess. – Provide transport facilities to finance department staff – Establish Information Technology Centre
	Internalize HoDs and other staff on Procurement act 2004 and its regulations of 2007 & 2011 by 2011	<ul style="list-style-type: none"> – Capacitate HoDs, Councilors and other staff on new Procurement Act
	Training of 3 Finance Departmental staff on PGDA and 2 on ADA by June 2011	<ul style="list-style-type: none"> – To train 1 Finance Department staff on PGDA by June 2009 and 1 Finance department staff on ADA by June 2009
COMMUNITY DEVELOPMENT	Poverty alleviation among women from 122 groups by the year 2007 to 300 groups by the year 2010	<ul style="list-style-type: none"> – Capacitate women groups by soliciting funds
	Promotion of children rights including orphans and Vulnerable children	<ul style="list-style-type: none"> – Making sure that all children without discrimination get their basic rights – Enabling community to understand children rights
	Establish Data bank	<ul style="list-style-type: none"> – Data collection
	Improving women Electoral participation on leadership and decision making from 1300 women in 2007 to 1,965 women by the year 2010	<ul style="list-style-type: none"> – To mainstream gender issues at community level – Eradicate violence against women
	Increasing the availability of low cost housing from 250 houses in 2007 to 400 houses by the year 2010	<ul style="list-style-type: none"> – To strengthen Building Brigade
	Community level participation in designing and effectively instituting social protection measures for the vulnerable community members fro 25 groups in the year 2007 to 68 groups by the year 2010	<ul style="list-style-type: none"> – Provide support to HIV/AIDS affected households headed by young women, children and the aged from 25 groups in 2007 to 68 by the year 2010
SOCIAL WELFARE		<ul style="list-style-type: none"> –

	Strategic Objectives	Strategies
LANDS	To increase number of villages with Land use Planning from 10 villages by the year 2008 to 22 villages by the year 2011	<ul style="list-style-type: none"> – Formulation of PLUM team – Conduct Participatory needs assessment – Implementation of PLUM by issuing Customary Right of occupancy to individual villages and to different land uses
	To identify and keep records of District Council Assets by the year 2011	<ul style="list-style-type: none"> – Undertake stock taking and inventory
	Land survey in small towns (Minor towns) of Peramiho, Madaba, Mpitimbi, Magagura and other land parcels in rural areas from 1,670 by the year 2008 to 2,170 by the year 2011	<ul style="list-style-type: none"> – Cost sharing in preparation of Layout and survey process – Solicit funds from the Ministry of Lands through Plot Development Revolving Funds (PDRF)
	To increase number of rights of occupancy of Land parcels from 27 owners in 2008 to 68 by the year 2011	<ul style="list-style-type: none"> – To educate people on the importance of acquiring the certificate of right of occupancy to mortgage
	Ensure that maintenance policy is fully implemented by the year 2011	<ul style="list-style-type: none"> – Review the existing maintenance policy
	To equip the Lands Department with modern working tools by the year 2011	<ul style="list-style-type: none"> – Solicit funds from different Development partners
	Training of 3 departmental staff on Geographical Information Systems (GIS) by the year 2011	<ul style="list-style-type: none"> – To train 3 Land Department staffs on G.I.S.
HEALTH	To maintain immunization coverage above 90% each year till 2011	<ul style="list-style-type: none"> – Strengthen outreach services – Ensure availability of Vaccines, gas and other supplies – Timely distribution of Vaccines and Medical supplies
	To reduce infant mortality rate (IMR) from 140/1000 by the year 2008 to 90/1000 by the year 2011	<ul style="list-style-type: none"> – To strengthen MCH services – Improve nutrition – Encourage and improve facility deliveries
	To reduce maternal mortality rate (MMR) from 104/100000 by the year 2008 to 94/100000 by the year 2011	<ul style="list-style-type: none"> – To strengthen MCH services – Encourage and improve facility deliveries – Strengthen family planning services (FP) – Strengthen T.B.A'S Services
	To reduce Malaria incidences from 24% by the year 2008 to 10% by the year 2011	<ul style="list-style-type: none"> – Promote the use of ITN's and Integrated Management of Malaria Control – Early and Promptly treatment of Malaria
	To reduce HIV/AIDS from 11.5% of 2008 to 2.0% by the year 2011	<ul style="list-style-type: none"> – Establishment of VCT Centres. – Promotion of the use of Condoms – Prevention of Mother to Child transmissions of HIV (PMTCT)

	Strategic Objectives	Strategies
	To have a good and conducive working environment by the year 2011	– Rehabilitation and construction of health facilities and staff houses/residents
	To ensure that all health facilities have adequate Drugs and Essential Medical equipments by the year 2011	– Rationale allocation of drugs and other supplies at the facilities and District level
	To increase accessibility of Health Services to the people of Songea DC by the year 2011	– To construct 1 dispensary at each village
		–
YOUTH, CULTURE & SPORTS	To activate number of Youth groups from 10 in the year 2008 to 15 Youth groups by the end of June 2011	– Establish Economic youth groups
	Contribute in the reduction of HIV/AIDS prevalence among youths from 12.4% by the year 2008 to 5% by the year 2011	– Increase awareness on HIV/AIDS and life skills to youth
	To establish sports & games and welfare culture to 101 primary schools and 71 villages by the year 2011	– To mobilize schools and communities
		–
EDUCATION	To increase number of classroom from 765 of the year 2008 to 995 by the year 2011	– Mobilize community to construct 230 classrooms
	To increase number of Teachers houses from 383 of the year 2008 to 1095 by the year 2011.	– Mobilization of community due to construction of 712 teachers houses
	To increase a number of desks from 12,185 of the year 2008 to 14,685 by the year 2011	– Mobilization of community due to making 2,500 desks. – To solicit funds from Central Government
	To increase pre-primary school classes from 101 by the year 2008 to 107 by the year 2011	– Mobilization of community due to construction of 6 pre-primary classes
	To increase standard 1 Enrolment rate form 97% by the year 2008 to 100% by the year 2011	– To make census of those 7 years children. – Sensitization of community to sent our children to school. (Those 7 years children)
	To reduce number of illiterate people from 4,936 by the year 2008 to 1,564 by the year 2011	– To sensitize the community to reduce literate.
	Increase number of teacher’s resource centers from 5 of the year 2008 to 6 by the year 2011.	– Sensitization of community to construct 1 teachers resources centre
	To raise library services from 1 by the year 2008 to 5 by the year 2011	– Mobilization of community to construct & buries
	To increase number of schools with disability classrooms from 2 by the year 2008 to 4 by the year 2011	– To solicit funds from Central Government

	Strategic Objectives	Strategies
	To increase a number of books from 1:3 by the year 2008 to 1:1 by the year 2011	<ul style="list-style-type: none"> - To sensitize community - To solicit funds from Central Government
	To raise number of post primary school from 2 by the year 2008 to 6 by the year 2011	<ul style="list-style-type: none"> - To sensitize community to construct post primary school - To solicit funds from Central Government.
	To Increase capacity building by purchasing of motorcycle from 0 of the year 2008 to 2 and cars from 1 of 2008 to 2 by the year 2011.	<ul style="list-style-type: none"> - Sensitization of community - To solicit funds from Central Government
	To improve infrastructure by constructing offices in the District from 1 by the year 2008 to 8 by the year 2011	<ul style="list-style-type: none"> - To solicit funds from Central Government to purchase. Telephone, fax machine and internet
	To improve communication system by the year 2011	<ul style="list-style-type: none"> - To solicit funds from Central Government to purchase. Generators, printing machine, Photocopier and Computer.
	To improve office equipment and working condition by the year 2011	<ul style="list-style-type: none"> - To solicit funds from Central Government
	To increase number of latrines from 1109 in 2008 to 1,770 by the year 2011	<ul style="list-style-type: none"> - To mobilize community to construct 716 Latrines
	To increase number of Secondary school classrooms from 158 In 2008 to 584 by the year 2011	<ul style="list-style-type: none"> - To mobilize community to construct 60 classrooms
	To increase number of Secondary school teacher's houses from 35 in 2008 to 292 by the year 2011	<ul style="list-style-type: none"> - To mobilize community to construct 45 Teacher's houses
	To increase number of Hostels in Ward secondary schools from 3 in 2008 to 20 by the year 2011	<ul style="list-style-type: none"> - To mobilize community due to hostel construction
	To establish 3 High schools by the year 2011	<ul style="list-style-type: none"> - To sensitize and mobilize community due to high schools construction
	To increase number of desks in Secondary schools from 5091 in the year 2008 to 7360 by the year 2011	<ul style="list-style-type: none"> - To mobilize community to make 210

CHAPTER SIX

6.0 NEW PROGRAMME FRAMEWORK

Songea District Council has drawn seven (7) **Strategic Goal Areas** under this framework. Each Strategic Goal Area will indicate the objectives (including some unfounded) that the council wishes to implement up to the year 2012. An elaboration of the objectives, and activities; and also person responsible, budget and activities; and timeframe are shown in the **Action Plan** and **Budget Estimates** sheets. The SDC Strategic Plan also carries an **Evaluation Framework**, which details issues like verifiable indicators, source of verification and assumptions or risks that will be taken when implementing a particular objective.

The following is a summary of the seven Strategic Goal Areas. The levels to be attained by each specific objective are shown in part 8 of this plan.

Department	Goal Area	Objective
Planning	Good Governance and Administrative Services Enhanced	– To increase revenue base of Songea District Council to meet its obligations by the year 2011
		– To enhance better working environment
		– To improve participatory planning at all levels by the year 2011
		– To have a proper monitoring of the implementation of National Strategy for Growth and Reduction of Poverty (MKUKUTA)
		–
Gender	Social Welfare, Gender and Community Empowerment Improved	– 1. Mainstreaming gender at all levels by the end of June 2011
		–
HIV/AIDS	Service Improved and HIV/AIDS Infections Reduced	– 1. Reduce HIV/AIDS transmission rate from 12.4% in 2008 to % by the end of June 2011
		–
Works	Quantity and Quality of Economic Services and Infrastructure Improved	– Increase accessibility in rural areas throughout the year by doing rehabilitation of District road network to gravel standard from 91.7 Km in 2008 to 109 Km by the year 2011
		–
Agriculture & Livestock	Quantity and Quality of	– To increase the total production area from 10.3% in 2008 to 12% by 2011

Department	Goal Area	Objective
	Economic Services and Infrastructure Improved	– To reduce environmental degradation in Agricultural land from 234 Ha. In 2008 to 170 Ha. By 2011
		– To increase the number of Irrigation Schemes from 17 in 2008 to 23 by the year 2011
		– Increase the number of irrigation infrastructures so as to increase area and efficiency in irrigation <ul style="list-style-type: none"> ○ Intakes from 9 in 2008 to 15 by 2011 – - Lined Canals from 4 in 2008 to 9 by 2011
		– To promote rainwater harvest by incorporating 4 small scale dams and reservoirs
		–
		– To facilitate farmers to reduce post harvest losses from 20% in 2008 to 10% by the year 2011
		– To increase the number of capacitated extension staff from 58 in the year 2008 to 79 by the year 2011
		– To increase extension service delivery capacity from an average of 2 extension agent/ward in 2008 to 1 extension agent/village by the year 2011
		– To increase the number of farmers/farmer groups dealing with agro processing industry from 23 in 2008 to 35 by the year 2011
		– To increase the number of Livestock infrastructures in operation <ul style="list-style-type: none"> – -Cattle dips from 14 in 2008 to 20 by the year 2011 – -Slaughter slabs from 3 in 2008 to 14 by the year 2011 – -Min abattoirs from 2 in 2008 to 3 by the year 2011 – -Primary livestock markets from 0 in 2008 to 3 by 2011 – -Char co dams (Malambo) from 0 in 2008 to 2 by 2011
		– To facilitate farmers to increase the number of improved livestock.
		– Dairy cattle from 3,079 in 2008 to 5,000 by the year 2011
		– Dairy goats from 377 in 2008 to 1,500 by the year 2011
		– Chicken (layers) from 4,500 in 2008 to 6,000 by the year 2011
		– Pigs from 17,553 in 2008 to 20,000 by the year 2011
		– To increase the number of farmers practicing Organic Farming techniques from 159 in 2008 to 250 by the year 2011
– To enhance the availability of nutritious diet to 200		

Department	Goal Area	Objective
		households with HIV/AIDS victims by the year 2011 through the introduction of local chicken project and training farmers on proper food preparations techniques
		– To train 1,200 farmers and 67 extension staffs on HIV/AIDS by 2011
		– To facilitate District Agriculture/Livestock officers with necessary logistic support: -
		– Vehicles from 1 in 2008 to 2 by the year 2011
		– Motorcycles from 4 in 2008 to 14 by the year 2011
		– Computers from 6 in 2008 to 12 by the year 2011
		– Video camera from 0 in 2008 to 2 by the year 2011
		– TV set fro 1 in 2008 to 2 by the year 2010
		– Office Chairs from 6 in 2008 to 17 by the year 2011
		–
Natural Resources:	Management of Natural Resources and Environment Improved	– To facilitate community to plant trees in 14 wards having 71 villages from 1,600,000 by the year 2008 to 4,600,000 by the year 2011
		– To increase the use of improved Cook stoves from 600 households by the year 2008 to 1,800 by the year 2011
		– Involvement of the community on participatory forest management and creation of village forest reserves from 3 by the year 2008 to 6 villages by the year 2011
		– To involve the community in the protection of human life and their properties against dangerous and problem animals at ward level from 3 wards by the year 2008 to 6 wards by the year 2011
		– To facilitate the community to increase beekeepers groups from 24 in 2008 to 34 groups by the year 2011
		– To facilitate the community to increase number of fish farmer groups from 10 groups in 2008 to 25 groups by the year 2011
		–
Water	Management of Natural Resources and Environment Improved	– Increase accessibility of water service to people of Songea District Council from 91,019 (58%) by the year 2008 to 102,004 (65%) by the year 2011
Administration	Good Governance and Administrative Services Enhanced	– Strengthening establishment in all levels from 1,526 by the year 2008 to 1,980 by the year 2011
		– Come up with workers out put related performance from

Department	Goal Area	Objective
		<p>110 by the year 2008 to 1,980 by the year 2011</p> <ul style="list-style-type: none"> <li data-bbox="673 286 1331 367">– Ensure Council's goals are attained between 75% by the year 2008 to 95% by the year 2011 <li data-bbox="673 376 1331 456">– Promote workers participation in decision making from 20% by the year 2008 to 80% by the year 2011 <li data-bbox="673 465 1331 546">– Ensure community participation in social economic issues from 20% by the year 2008 to 80% by the year 2011 <li data-bbox="673 555 1331 680">– Rehabilitation and construction of village offices from 39 by the year 2008 to 71 by the year 2011 and Council's staff houses from 3 in 2008 to 10 to 10 by 2011 <li data-bbox="673 689 1331 725">– Rehabilitation of Council's offices (Head office) <li data-bbox="673 734 1331 815">– Minimize corruption practices from 20% by the year 2007 to 0.5 by the year 2010 <li data-bbox="673 824 1331 904">– Services improved and HIV/AIDS infections Reduced from 20% in the year 2008 to 15% by the year 2011 <li data-bbox="673 913 1331 994">– Ensuring economic support to aged members of community <li data-bbox="673 1003 1331 1039">– Improving information Technologies <li data-bbox="673 1048 1331 1128">– Ensure 71 village by laws are prepared from 0% in 2008 to 100% by 2011 <li data-bbox="673 1137 1331 1263">– Amendment of Council bylaws and ensure that all by laws and principal legislations are adhered from 0% in 2008 to 80% by 2011
Cooperatives	Quantity and Quality of Economic Services and Infrastructure Improved	<ul style="list-style-type: none"> <li data-bbox="673 1292 1331 1373">– To increase the number of rural Ward SACCOS from 12 by the year 2007 to 14 by the year 2010 <li data-bbox="673 1382 1331 1507">– Capacitating Cooperative staff with short courses on Micro finance from 2 staff in the year 2007 to 4 staff by the year 2010 <li data-bbox="673 1516 1331 1597">– To increase number of SACCOS members from 9,555 year 2007 to 14,000 by the year 2010 <li data-bbox="673 1606 1331 1686">– To increase the amount of members savings from 544,578,687 year 2007 to 850,000,000 by the year 2010 <li data-bbox="673 1695 1331 1776">– To increase the number of irrigation Cooperative Society from 1 year 2007 to 3 by the year 2010 <li data-bbox="673 1785 1331 1865">– To strengthen the performance of ward registered SACCOS from 4 in the year 2007 to 14 by the year 2010 <li data-bbox="673 1874 1331 2000">– To strengthen the performance of Agricultural Marketing Cooperative Societies from 0 in the year 2007 to 8 by the year 2010

Department	Goal Area	Objective
Trade	Quantity and Quality of Economic Services and Infrastructure Improved	– Increase number of business Men and Women from 600 in the year 2008 to 1,100 by the year 2011.
		– Maintain 12 open market areas Annually from year 2008 to the year 2011
		– Increase number of Markets from 3 by the year 2008 to 35 by the year 2011.
		– Promote SMES investment activities from 12 year 2008 to 20 by the year 2011
Internal Audit	Good Governance and Administrative Services Enhanced	– To reduce chronic audit queries from 12 in 2008 to 3 big the year 2011
		– To improve village accounting system and methodologies from 20 in 2008 to 67 by 2011
Finance	Good Governance and Administrative Services Enhanced	– Improving and strengthening Financial and reporting principles by June 2011
		– Increase Council's revenues from Tshs. 119 M in the year 2008 to Tshs 500 M. by June 2011
		– Internalize HoDs and other staff on Procurement act 2004 and its regulations of 2004 & 2008 by 2011
		– Training of 3 Finance Departmental staff on PGDA and 2 on ADA by June 2011
Community Development	Social Welfare, Gender and Community Empowerment Improved	– Poverty alleviation among women from 121 groups by the year 2007 to 300 groups by the year 2010
		– Promotion of children rights including orphans and Vulnerable children
		– Establish Data bank
		– Improving women Electoral participation on leadership and decision making from 1300 women in 2007 to 1,965 women by the year 2010
		– Increasing the availability of low cost housing from 250 houses in 2007 to 400 houses by the year 2010
		– To promote community level participation in designing and effectively instituting social protection measures for the vulnerable community members fro 25 groups in the year 2007 to 68 groups by the year 2010

Department	Goal Area	Objective
Social Welfare	Social Welfare, Gender and Community Empowerment	<ul style="list-style-type: none"> – Support to older people ceremony day from June 2009 onwards. – Data collection of disadvantaged groups (people with disability, older persons MVC/OVC) from June 2009 to December 2009. – Formulate children Forum (Baraza) from village to ward level by December 2009. – Establishment of data bank of disadvantaged groups from June 2009 onwards – Capacity building to 100 para-social workers into 4 wards of Songea District – Tanga, Lilambo, Matimira, Mpitimbi on the knowledge of Social Work. – Community capacity building on the knowledge of disadvantaged group rights – Provision of walking appliances to 20 people with physical disability by Dec. 2010 – Provision of hearing aid to 20 people and 20 children with the problem of hearing – Provision of walking sticks (white can) to 40 people with the problem of blindness by June 2010. – Provision of caps skin creams to 2 adult and children albinos – Ensuring adequate protection and security to 100 people and 100 children of disadvantageous group by Dec. 2010. – Empowering 5 economic groups of people with disability on HIV/AIDS prevention knowledge by 2011. – CJF facilitation in 4 wards of Magagaura, Maposeni, Litisha and Kilagano by December 2010. – Community capacity building on child care and rearing and knowledge to families MVC . – Day care centre data collection and establishment of new ones to all villages. – Support the commemoration of 16th June Child Day.
Lands		<ul style="list-style-type: none"> – To identify and keep records of District Council Assets by the year 2011 – Land survey in small towns (Minor towns) of Peramiho, Madaba, Mpitimbi, Magagura and other land parcels in rural areas from 1,670 by the year 2008 to 2,170 by the year 2011

Department	Goal Area	Objective
		<ul style="list-style-type: none"> <li data-bbox="673 241 1331 322">– To increase number of rights of occupancy of Land parcels from 27 owners in 2008 to 68 by the year 2011 <li data-bbox="673 331 1331 412">– Ensure that maintenance policy is fully implemented by the year 2011 <li data-bbox="673 421 1331 501">– To equip the Lands Department with modern working tools by the year 2011 <li data-bbox="673 510 1331 591">– Training of 3 departmental staff on Geographical Information Systems (GIS) by the year 2011
Health	Access and Quality Social Services Improved	<ul style="list-style-type: none"> <li data-bbox="673 609 1331 689">– To maintain immunization coverage above 90% each year till 2011 <li data-bbox="673 698 1331 779">– To reduce infant mortality rate (IMR) from 140/1000 by the year 2008 to 90/1000 by the year 2011 <li data-bbox="673 788 1331 994">– To reduce maternal mortality rate (MMR) from 104/100000 by the year 2008 to 94/100000 by the year 2011 <li data-bbox="673 1003 1331 1128">– To reduce Malaria incidences from 24% by the year 2008 to 10% by the year 2011 <li data-bbox="673 1137 1331 1218">– To reduce HIV/AIDS from 11.5% of 2008 to 2.0% by the year 2011 <li data-bbox="673 1227 1331 1308">– To have a good and conducive working environment by the year 2011 <li data-bbox="673 1317 1331 1397">– To ensure that all health facilities have adequate Drugs and Essential Medical equipments by the year 2011 <li data-bbox="673 1406 1331 1487">– To increase accessibility of Health Services to the people of Songea DC by the year 2011
Youth, Culture & Sports	Access and Quality Social Services Improved	<ul style="list-style-type: none"> <li data-bbox="673 1554 1331 1635">– To activate number of Youth groups from 10 in the year 2008 to 15 Youth groups by the end of June 2011
		<ul style="list-style-type: none"> <li data-bbox="673 1724 1331 1827">– Contribute in the reduction of HIV/AIDS prevalence among youths from 12.4% by the year 2008 to 5% by the year 2011
		<ul style="list-style-type: none"> <li data-bbox="673 1859 1331 1921">– To establish sports & games and welfare culture to 101 primary schools and 71 villages by the year 2011
Education	Access and Quality Social Services	<ul style="list-style-type: none"> <li data-bbox="673 1948 1331 2004">– To increase number of classroom from 765 of the year 2008 to 995 by the year 2011

Department	Goal Area	Objective
	Improved	To increase number of Teachers houses from 383 of the year 2008 to 1095 by the year 2011.
		To increase a number of desks from 12,185 of the year 2008 to 14,685 by the year 2011
		To increase pre-primary school classes from 101 by the year 2008 to 107 by the year 2011
		To increase standard 1 Enrolment rate form 97% by the year 2008 to 100% by the year 2011
		To reduce number of illiterate people from 4,936 by the year 2008 to 1,564 by the year 2011
		Increase number of teacher's resource centers from 5 of the year 2008 to 6 by the year 2011.
		To raise library services from 1 by the year 2008 to 5 by the year 2011
		To increase number of schools with disability classrooms from 2 by the year 2008 to 4 by the year 2011
		To increase a number of books from 1:3 by the year 2008 to 1:1 by the year 2011
		To raise number of post primary school from 2 by the year 2008 to 6 by the year 2011
		To Increase capacity building by purchasing of motorcycle from 0 of the year 2008 to 2 and cars from 1 of 2008 to 2 by the year 2011.
		To improve infrastructure by constructing offices in the District from 1 by the year 2008 to 8 by the year 2011
		To improve communication system by the year 2011
		To improve office equipment and working condition by the year 2011
		To increase number of latrines from 1109 in 2008 to 1,770 by the year 2011
		To increase number of Secondary school classrooms from 158 In 2008 to 584 by the year 2011
		To increase number of Secondary school teacher's houses from 35 in 2008 to 292 by the year 2011
		To increase number of Hostels in Ward secondary schools from 3 in 2008 to 20 by the year 2011
		To establish 3 High schools by the year 2011
		To increase number of desks in Secondary schools from 5091 in the year 2008 to 7360 by the year 2011

CHAPTER SEVEN

7.0 CHARTS

7.1 GOAL AREA:

OBJECTIVE	STRATEGIES	ACTIVITIES	2008/09	2009/10	2010/2011		
HEALTH							
To maintain immunization coverage above 90% each year till 2011	<ul style="list-style-type: none"> – Strengthen outreach services – Ensure availability of Vaccines, gas and other supplies – Timely distribution of Vaccines and Medical supplies 	To supervise and conduct follow-ups on POLIO DESEASE....	1,728,000	2,073,600	2,488,320		
		To motivate the health workers	3,000,000	3,600,000	4,320,000		
		Procurement of fuel	12,174,280	12,417,765	14,901,318		
		To conduct meetings with the Health Centre Incharges	6,208,000	7,449,600	8,939,520		
		Distribution of Vitamin A					
		Vaccination through centres with mobile services.	5,770,000	6,924,000	8,308,800		
		Purchase of LP Gas	34,105,600	40,926,720	49,112,064		
To reduce infant mortality rate (IMR) from 20/1000 of the year 2008 to 5/1000 by the year 2011	<ul style="list-style-type: none"> – To strengthen MCH services – Improve nutrition 	To conduct meeting on the discussion of MCH mortalities	1,542,000	1,850,400	2,220,480		

OBJECTIVE	STRATEGIES	ACTIVITIES	2008/09	2009/10	2010/2011		
	– Encourage and improve facility deliveries	To train 25 service providers on STDs	7,421,103	8,905,323	10,686,387		
		Rehabilitation of Madaba Health Centre	52,000,000	62,400,000	74,800,000		
		To purchase food for the patients in 2 health centres, cleaning materials and solar power.	45,675,000	54,245,000	65,143,500		
To reduce maternal mortality rate (MMR) from 104/100,000 by the year 2008 to 94/100,000 by the year 2011	– To strengthen MCH services – Encourage and improve facility deliveries – Strengthen family planning services (FP) – Strengthen T.B.A'S Services	To conduct quarterly Health Board meetings	7,722,200	9,266,640	11,119,968		
		Conduct supervision and maintenance of vehicles	18,400,000	22,080,000	26,496,000		
		Supervision and distribution of various medical equipment and medicines at Council level	32,925,000	39,910,000	47,412,000		
		Procurement of medical supplies	19,200,000	23,040,000	27,648,000		
		Maintenance of 2 patient health centre vehicles	12,000,000	14,400,000	17,280,000		
To reduce Malaria incidences from 24% by the year 2008 to 10% by the year 2011	– Promote the use of ITN's and Integrated Management of Malaria Control – Early and Promptly treatment of Malaria	To commemorate the Africa Malaria Day	3,219,600	3,863,520	4,636,224		
		To conduct training to ADDO Dispensers on	5,505,202	6,606,242	7,927,490		

OBJECTIVE	STRATEGIES	ACTIVITIES	2008/09	2009/10	2010/2011		
		malaria treatment					
		To conduct training to 25 nurses on how to handle a malaria patient	7,295,510	8,754,612	10,505,534		
		To train 50 health workers in the community (CORPS) on how to treat various diseases	4,709,632	5,651,558	6,761,869		
To reduce HIV/AIDS from 11.5% of 2008 to 2.0% by the year 2011	– Strengthening of cure and preventive services to Health care service providers	To conduct 5 days training to service providers preventive measures (PEP).	5,075,000	6,090,000	7,308,000		
		To provide training to service providers on: Treatment of ARVs, PMTCT, Sexually Transmitted Infections and the guideline on how treat new HIV/AIDS patients.	8,000,000	8,000,000	8,000,000		
		To conduct directory supervision on home based care service, treatment, counselling, PMTCT and	12,196,000	14,635,200	17,562,240		

OBJECTIVE	STRATEGIES	ACTIVITIES	2008/09	2009/10	2010/2011		
		STDs.					
		To conduct training to 54 Secondary School guardians, establishment of school committees to 27 secondary schools and to train 54 peer educators on HIV skills and STDs	8,180,000	9,816,000	11,779,200		
		To strengthen and expand CTC centres from the current 20 to 35 by 2011.	29,940,000	29,940,000	29,940,000		
		Purchase of mobile (out reach) bags for health workers and volunteers	8,200,000	9,840,000	11,808,000		
		Project car maintenance, to attend training on GRF project, conduct evaluation, procurement of working tools and fuel and preparation of project report	12,000,000	14,000,000	17,280,000		

OBJECTIVE	STRATEGIES	ACTIVITIES	2008/09	2009/10	2010/2011		
		To conduct stakeholders meeting at Council, Ward and Village levels in every quarter.	12,000,000	14,000,000	17,280,000		
		To train service providers in TB/HIV section.	9,419,400	11,303,280	13,563,936		
		To commemorate World AIDS Day	3,248,280	3,897,936	4,677,523		
		Awareness creation to council health team on TB/HIV section collaboration	1,230,500	1,476,600	1,771,920		
To have a good and conducive working environment by the year 2011	– Rehabilitation and construction of health facilities and staff houses/residents						
Strengthening environmental sanitation and cleanliness	– Awareness creation to the community on environmental cleanliness	To conduct routine community follow-ups and supervision on environmental cleanliness and sanitation and follow up on PHAST.	12,098,93	14,517,711	17,123,253		
To increase accessibility of Health Services to the people of Songea DC by the year 2011	– To construct 1 dispensary at each village and						

OBJECTIVE	STRATEGIES	ACTIVITIES	2008/09	2009/10	2010/2011		
<ul style="list-style-type: none"> Eye infection reduced by 85% by 2011 	To make follow up and identify areas and those people with eye problems	To conduct correct eye operation	2,482,807	2,979,368	3,575,241		
		Distribution of mectizan and zithromax medicines	6,8632,720	8,250,528	9,907,632		
<ul style="list-style-type: none"> 							
<ul style="list-style-type: none"> 							
<ul style="list-style-type: none"> 							

7.2 GOAL AREA:

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
AGRICULTURE							
•				23,587,200	23,587,200	23,587,200	23,587,200
•				16,063,736	16,063,736	16,063,736	16,063,736
•				2,994,600	2,994,600	2,994,600	2,994,600
•				18,855,000	18,855,000	18,855,000	18,855,000
•				8,700,000	8,700,000	8,700,000	8,700,000
•				5,042,000	5,042,000	5,042,000	5,042,000
•				2,498,200	2,498,200	2,498,200	2,498,200
•				9,213,480	9,213,480	9,213,480	9,213,480
•				3,187,000	3,187,000	3,187,000	3,187,000
•				2,013,500	2,013,500	2,013,500	2,013,500
COOPERATIVE							
•				11,880,000	11,880,000	11,880,000	11,880,000
•				18,560,000	18,560,000	18,560,000	18,560,000
•				6,200,000	6,200,000	6,200,000	6,200,000
•				2,342,400	2,342,400	2,342,400	2,342,400
•				14,340,000	14,340,000	14,340,000	14,340,000
TRADE							
•				4,500,000	4,500,000	4,500,000	4,500,000
•				20,000,000	20,000,000	20,000,000	20,000,000
•				1,500,000	1,500,000	1,500,000	1,500,000
•				300,000	300,000	300,000	300,000
•				500,000	500,000	500,000	500,000

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
•				1,500,000	1,500,000	1,500,000	1,500,000

7.3 GOAL AREA:

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
WATER							
• Access and quality of social services improved				63,550,000	63,550,000	63,550,000	63,550,000
NATURAL RESOURCES							
• Management of Natural Resources and Environment Improved	Community empowered in tree planting in 14 wards with 71 villages from the current number of 1,600,000 trees to 4,600,000 trees by June 2012	- To provide education to the community on the tree seedling production - Community sensitization on the use of ---- maotea as the means of getting seedlings. - Make use of tree planting bylaws		14,426,000	14,426,000	14,426,000	14,426,000
•	To increase the use of simple cookers from 600 cookers in 2008 to 1800 cookers in 2012.	To provide training to the community on how to make simple cookers		23,518,200	23,518,200	23,518,200	23,518,200
•	Community participation in participatory	- To strengthen Village Environment Committees for		7,400,000	7,400,000	7,400,000	7,400,000

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
	forest management and allocating funds for forest reserve from the current 3 villages to 6 villages by 2012.	efficiency implementation of their activities. - To conduct routine forest security. (forest ambush). - To establish participatory forest management in respective villages.					
•	Community participation in life and property protection against destructive animals in ward level from 3 wards in 2008 to 6 wards in 2012.	To provide weapons to the community.					
•	Community empowering in increasing beekeeping groups from 24 in 2008 to 34 groups in 2012.	- To identify the beekeeping groups and provide training on modern beekeeping ways. - To provide beekeeping equipment to the		2,000,000	2,000,000	2,000,000	2,000,000

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
		community through cost sharing.					
<ul style="list-style-type: none"> • 	Community empowering in increasing the number of fish keeping groups from 10 in 2008 to 25 groups in 2012	<ul style="list-style-type: none"> - To identify the fishkeeping groups and provide training on modern fishing ways. - To provide fishing equipment to the community through cost sharing. 		5,000,000	5,000,000	5,000,000	5,000,000
<ul style="list-style-type: none"> • 				1,500,000	1,500,000	1,500,000	1,500,000
<ul style="list-style-type: none"> • 				18,276,000	18,276,000	18,276,000	18,276,000

7.4 GOAL AREA:

OBJECTIVE	STRATEGI ES	ACTIVITI ES	2008	2009	2010	2011	2012
WORKS							
•			192,270,505	192,270,505	192,270,505	192,270,505	192,270,505
LANDS							
•			11,541,800	11,541,800	11,541,800	11,541,800	11,541,800
•			900,000	900,000	900,000	900,000	900,000
•			18,000,000	18,000,000	18,000,000	18,000,000	18,000,000
•			1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
•			13,400,000	13,400,000	13,400,000	13,400,000	13,400,000

7.5 GOAL AREA: .

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
PLANNING							
•				5,900,000	5,900,000	5,900,000	5,900,000
•				2,200,000	2,200,000	2,200,000	2,200,000
•				1,814,000	1,814,000	1,814,000	1,814,000

7.6 GOAL AREA

SOCILA WELFARE:

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
<ul style="list-style-type: none"> Support older persons ceremony day by October 2009 every year 		To conduct meeting sessions for the preparation of older person day ceremony		500,000	500,000	500,000	500,000
		To celebrate older persons day October 2009		500,000	500,000	500,000	500,000
		To formulate older persons Baraza in 14 wards and in 121 villages		725,250	725,250	725,250	725,250
		Conducting 2 days seminar to 30 older persons from 14 wards baraza on older person rights		14,110,000	14,110,000	14,110,000	14,110,000
•		Conducting 2 days seminar to leaders.		800,000	800,000	800,000	800,000
•		To provide free		1,000,000	1,000,000	1,000,000	1,000,000

		medical cards to 1000 older persons by Oct. 2009					
<ul style="list-style-type: none"> Data collection of disadvantaged groups (MVC/OVC, people with disability , older persons) and young mothers 	Availability of disadvantageous groups data	To train ward and village facilitators on the knowledge of data collection. Identification process and the use of data collection tools for 8 days		900,000	900,000	900,000	900,000
<ul style="list-style-type: none"> 		To conduct identification process in all villages of SDC of disadvantaged groups for 11 days		800,000	800,000	800,000	800,000
Formulate children forum (baraza) in the district council from 0 to 4 children baraza by Dec. 2009 in 4 wards	Children to have their Baraza where they can meet and discuss their issues	To create 4 wards children forum in Tanga, Lilambo , Matimira and Mpitimbi		1,102,200	1,102,200	1,102,200	1,102,200
<ul style="list-style-type: none"> 		To train MVCC/CMAC in 4					

		wards villages on their roles and responsibilities for 5 days					
•		Report writing					
Establishment of district data bank of disadvantaged group	SDC to have accurate data bank of disadvantageous group	To combine and enter all collected data in data bank profile					
		District council to make use of the data collected for the purpose of improving the life standard of disadvantaged groups					
Capacity building to 100 para-social workers from 4 wards on social work knowledge by Oct. 2009	100 para-social workers to be trained on social work knowledge	To train 6 district facilitators on the knowledge of social work					
		To train 100 para-social workers from 4 wards of Matimira, Lilambo, Mpitimbi and Tanga on Socila					

		work knowledge					
		Report writing, follow ups Monitoring and Evaluation					
		100 para social workers to star t working in the village /wards,.					
Community capacity building on the knowledge of the disadvantageous group rights	The community will know how to give rights to disadvantageous groups	To conduct 5 days seminar on rights of disadvantageous groups					
		To conduct 1 day village meeting on rights of disadvantageous to the community					
		Report writing Follow ups Monitoring and evaluation					
Provision of walking appliances to 20 people with physical disability.	People with physically disability to have walking	To provide walking appliances to 20 people with					

	appliances	physical disability.					
		Report writing, follow ups Monitoring and Evaluation					
Provision of hearing aids to 20 persons and children with the problem of hearing	People with the problem of hearing	To provide hearing aids to 20 persons and children with the problem of hearing					
		Report writing, follow ups Monitoring and Evaluation					
Provision of walking sticks (white can) to 20 people with the problem of blindness and opium glasses	People with problem of blindness to walking sticks	To purchase and provide white can opium glasses to people with the problem of blindness					
Provision of caps and skin creams to 20 albinos	Albinos to have caps and skin cream	To purchase and provide caps and skin creams to 20 albinos					
Ensuring adequate protection and security to 100 people and 100 children of disadvantaged	Disadvantageous people and	To provide basic needs, building					

group	children to be protected and secured in their families	materials and other household equipment , health care education and vocational training					
<ul style="list-style-type: none"> CJF facilitation in 4 wards of Magagaura, Maposeni, Litisha and Kilagano by December 2010. 	4 wards will be capacitated with the knowledge of community justice	To conduct seminar on CJF to 4 wards .					
Community capacity building on child care and raising knowledge to family on MVCC	Community will be capacitated with knowledge of child care and raising	To train 100 MVCC/CMAC on the knowledge of child care and raising in 4 wards of Lilambo, Matimira, Mpitimbi and Tanga.					
Empowerment of HIV/AIDS prevention knowledge to 5 economic groups to people with disability by 2011	5 groups of people with disability to prevent themselves from HIV/AIDS affection	To empower economically 5 groups of people with disability by proving them w ith loans					

•		To give life skills and knowledge to people with disability and young mothers					
•		To empower 100 people with disability / families on entrepreneurship knowledge					
•		To empower families living with disadvantageous group with economic support					
• Day care centre data collection and establishment of new ones	All villages to have day care centres	To conduct day care centre data collection by 2009					
•		Report writing					
•		Follow up					
•		To train 10 DTo Ts on day care centre management by January 2010					
•		To conduct one day meeting on					

		awareness creation to all villages on day care centre establishment by Sept. 2009					
•		Villages without day care centres to establish new ones					
•		To conduct 5 days seminar on day care centre management to day care centre owners					
• Support to 16 th June child day.	All children in the district to have the right of celebrating June Child Day	To conduct 5 days children seminar on children's right to 100 participants by May 2009					
•		To celebrate June Child Day					
•							

7.7 GOAL AREA:

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
COMMUNITY DEVELOPMENT							
Poverty alleviation among women from 122 group by the year 2009 to 300 groups by the year 2012 reduced	Provision of loans to women groups	<ul style="list-style-type: none"> • Soliciting funds • Provision of loans • Provision of entrepreneurship skills • Monitoring and evaluation 					
Children rights inducting vulnerable children from 3 wards by the year 2009 to 7 wards by the year 2012 promoted	<ul style="list-style-type: none"> • Child day celebration 	<ul style="list-style-type: none"> • Formulation of children Baraza • Conducting child day festival each year on 16th June. • Community sensitization on children rights and the responsibilities 					
Data bank established by the end of the year 2012	<ul style="list-style-type: none"> • Data collection vulnerable groups that is old people 	<ul style="list-style-type: none"> • To collect and analysis various data 					

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
	orphans, MVC, and people with disabilities						
Availability of low cost housing from 2 wards by the year 2009 to 7 wards by the 2012 increased.	<ul style="list-style-type: none"> Community attained standard houses 	<ul style="list-style-type: none"> Formulation village building brigade Training village building brigade Monitoring and evaluation 					
Community participation in designing and effectively instituting social protection measures from 3 wards by the year 2009 the year 2012 enhanced	<ul style="list-style-type: none"> To improve the living standard of the vulnerable group members 	<ul style="list-style-type: none"> To identify vulnerable group and their needs To sensitize vulnerable members on their right and responsibilities 					
Gender issues at all level by the year 2012 mainstreamed	<ul style="list-style-type: none"> To promote gender issues in plans and reports at all levels 	<ul style="list-style-type: none"> To sensitize key actors, stake holders and the communities on 					

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
		mainstreaming gender issues in their plans and reporting systems • Monitoring and evaluation					
Promotion of women participation on leadership public meetings attendance and decision Making at all levels from 3 wards by the year 2009 to 7 wards by the year 2012 attained	<ul style="list-style-type: none"> • To increase the number of women in different leadership position • To increase awareness to women on their rights and responsibilities at community level 	<ul style="list-style-type: none"> • To conduct Public Meeting at Village level 					
Women rights including widows from 3 wards by the year 2009 to 7 wards by the year 2012 promoted	<ul style="list-style-type: none"> • Woman celebration day 	<ul style="list-style-type: none"> • To conduct women festival day • Community sensitization on women rights and their responsibilities 					

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
<p>Reduce HIV/AIDS transmission rates from 7.4% for the year 2009 to 4.0% the year 2012</p>	<ul style="list-style-type: none"> • Community sensitization on reducing risks of HIV/AIDS in 71 Villages 	<ul style="list-style-type: none"> • To identify vulnerable population group in 71 Village in order to reduce HIV/AIDS risks of infection • To establish by laws which advocate social protection of PLHA in 71 Villages. • Community sensitization in HIV/AIDS preventive measure through Public meeting and cinema show in 71 Villages • To make and distribute billboards and leafiest advocating 					

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
		HIV/AIDS in 71 Villages.					
	<ul style="list-style-type: none"> • Strengthening sexual reproductive health and HIV/AIDS education to Primaries Secondary and colleges students. 	<ul style="list-style-type: none"> • To identify and train peer educators for in school youths • To train in school youths on life skills and HIV and AIDS education • To facilitate establishment of in school youths clubs theatre groups and competition addressing linkage of in school youth clubs, theatre group and competition addressing HIV/AIDS 					
	<ul style="list-style-type: none"> • Income generating activities to groups of 	<ul style="list-style-type: none"> • To facilitate the exercise of identifying widows, old 					

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
	<p>widow, MVC old people PLHA and guardians in 71 villages strengthened by the year 2021</p>	<p>people PLHAMVC, and the quadrooms in 71 Villages.</p> <ul style="list-style-type: none"> • To facilitate the establishment of community based funds for the above identified groups • To conduct training on entrepreneurship skills to the above identified groups • To conduct quarterly supportive supervision on the above identified group 					
	<ul style="list-style-type: none"> • Social support to old PLHA, people, MVC, Widow, 	<ul style="list-style-type: none"> • Community sensitization in 71 villages on provision of human basic needs 					

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
	<p>Widowers and other disabilities in 71 villages by the year 2012.</p>	<p>to the above identified group of people</p> <ul style="list-style-type: none"> • To facilitate access treatment and HBC Services Orphans and MVC with school fees and materials in 71 villages. • Support household headed by women affected by HIV/AIDS • Support house hold headed by old people 					
	<ul style="list-style-type: none"> • Council HIV/AIDS comprehensive plan implemented by 2012 	<ul style="list-style-type: none"> • To Conduct quarterly VMAC, and CMAC meeting by the year 2012 • To conduct HIV/AIDS 					

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
		meetings twice a year with stakeholders by the year 2012 <ul style="list-style-type: none"> • To prepare and submit quarterly progressive report on HIV /AIDS the year 2012 • To conduct quarterly monitoring and evaluation in 71 villages by the year 2012 					
	<ul style="list-style-type: none"> • Purchase of 2 Laptops computer and internet services connection to CHAC's Office 	<ul style="list-style-type: none"> • To purchase 2 Laptops computer and internet connection at CHAC'S Office. 					
<ul style="list-style-type: none"> • 							
<ul style="list-style-type: none"> • 							
<ul style="list-style-type: none"> • 							

OBJECTIVE	STRATEGIES	ACTIVITIES	2008	2009	2010	2011	2012
•							
•							
•							
•							
ADMINISTRATION				700,000	700,000	700,000	700,000
•				150,000	150,000	150,000	150,000
•				800,000	800,000	800,000	800,000
•							
•				400,000	400,000	400,000	400,000
•							
•				300,000	300,000	300,000	300,000
FINANCE							
•				1,500,000	1,500,000	1,500,000	1,500,000
•				1,500,000	1,500,000	1,500,000	1,500,000
•				2,061,000	2,061,000	2,061,000	2,061,000
•				1,000,000	1,000,000	1,000,000	1,000,000
CULTURE							
•				2,000,000	2,000,000	2,000,000	2,000,000
•							
•							
•							
•							
•							
• EDUCATION							

8.0 EVALUATION PLAN

8.1 GOAL AREA:

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
EDUCATION			
<ul style="list-style-type: none"> Service improved and HIV/AIDS infection reduced 	Number of teachers affected by HIV/AIDS	Monthly and quarterly reports	Availability of funds Availability of means of transport
<ul style="list-style-type: none"> Access and quality social services improved 	Standard of life of the society	Village monthly quarterly and annual reports	Society participation - poor management from council to village level
<ul style="list-style-type: none"> Adult illiteracy rate reduced from 11% to 5% 	Number of illiterates reduced	Monthly quarter and annual reports	Community participation
<ul style="list-style-type: none"> Efficiency to ward adult Coordinators improved 	Performance from ward coordinators	WEC Reports (Monthly, quarterly and annually)	Availability of funds
<ul style="list-style-type: none"> Management skills development to adult education officers 	Efficiency and effectiveness from Adult education officers.	DAEO reports	Availability of funds for training
<ul style="list-style-type: none"> Quantity and Quality of economic services and infrastructure improved 	Increased number of classrooms, staff houses and desks to primary school	TSM 1 & 2 and PEDP Annually report	- Low community participation of the community - Availability of funds/budget on infrastructure from the

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
			ministry of Finance.
<ul style="list-style-type: none"> • SOCIAL WELFARE. 			
<ul style="list-style-type: none"> • Support of older persons ceremony day from June 2009 onwards 	Number of ceremony days in years celebrated	reports	Availability of Funds
<ul style="list-style-type: none"> • Data collection of disadvantaged groups (people with disability - MVC/OVC) older persons and young mothers 	Number of MVC/OVC/ People with disability, older persons and young mothers	reports	Availability of Funds
<ul style="list-style-type: none"> • Formulate children’s forum (baraza) from village to ward level in 4 wards by Dec 2009 	Number of children Baraza formulated	reports	Availability of Funds

8.2 GOAL AREA:

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
<ul style="list-style-type: none"> Establishment of data bank of disadvantaged groups from June 2009 to June 2010 	Number of data banks established	reports	Availability of Funds
<ul style="list-style-type: none"> Capacity building to 100 para-social workers in 4 wards of Tanga, Lilambo, Matimira and Mpitimbi on the knowledge of social work by Dec. 2009 	Number of para - social workers trained	reports	Availability of Funds
<ul style="list-style-type: none"> Provision of walking appliances to 20 people and children with disability by Dec. 2009 	Number of people with disability provided with walking appliances	reports	Availability of Funds
<ul style="list-style-type: none"> Provision of hearing aids to 20 people and children with the problem of hearing 	Number of deaf people provided with the hearing aids	reports	Availability of Funds
<ul style="list-style-type: none"> Provision of walking sticks (white can) to 20 people/children who are blind 	Number of blind people/children provided with walking sticks	reports	Availability of Funds
<ul style="list-style-type: none"> Provision of caps skin cream to 20 albino adults and children 	Number of albino adults and children provided with caps and skin cream.	reports	Availability of Funds
<ul style="list-style-type: none"> Ensuring adequate protection and security to 100 people and 100 children of disadvantaged group by Dec. 2010. 	Number of children protected and secured	reports	Availability of Funds

8.3 GOAL AREA:

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
<ul style="list-style-type: none"> Empowering 5 economic groups of people with disability on HIV/AIDS prevention knowledge by 2011. 	Number of people empowered	reports	Availability of Funds
<ul style="list-style-type: none"> CJF facilitation in 4 wards of Magagaura, Maposeni, Litisha and Kilagano by December 2010. 	Number of wards and participants facilitated	reports	Availability of Funds
<ul style="list-style-type: none"> Community capacity building on child care and raring and knowledge to families MVC. 	Number of wards/participants capacitated	reports	Availability of Funds
<ul style="list-style-type: none"> Support the commemoration of 16th June Child Day. 	Commemoration ceremony conducted	reports	Availability of Funds
<ul style="list-style-type: none"> AGRICULTURE AND LIVESTOCK 			
<ul style="list-style-type: none"> Improvement of infrastructure and economic services 	-Availability of computer and internet -Consultative services to agriculture and livestock - Number of people knowledgeable on modern farming technologies -Availability of new network of crops and markets. - Number of go-downs	Agriculture reports at Ward and Council levels.	Availability of funds - farmers and livestock keepers to accept guideline given

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
	available - Increased agricultural production and income - Number of working tools - Number of water schemes for irrigation. Number of households taking 3 meals per number. Level of income of the people - The amount of seeds available and area of cultivation of various crops . - Number of SACCOS established.		
<ul style="list-style-type: none"> • Service improved and HIV/AIDS new infections reduced. 	- Rate of new infections - Number of people tested on HIV - Level of income and standard of living.	- CTC reports - Per capita income.	-Community willingness to test and behavioural change. - Availability of funds for small economic projects.

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
<ul style="list-style-type: none"> Improvement of infrastructure and economic services 	<ul style="list-style-type: none"> - Number and type of infrastructure available -Number of livestock keepers and livestock available -Number of FFS established - 	<ul style="list-style-type: none"> -District agricultural reports 	<ul style="list-style-type: none"> Availability of funds Absence of pests and diseases.
<ul style="list-style-type: none"> 			
<ul style="list-style-type: none"> 			
<ul style="list-style-type: none"> 			
<ul style="list-style-type: none"> HEALTH: 			
<ul style="list-style-type: none"> To maintain immunization coverage above 90% each year till 2011 	<ul style="list-style-type: none"> Rate of immunization coverage 	<ul style="list-style-type: none"> Annual immunization report 	<ul style="list-style-type: none"> Immunization supplies Funds and transport
<ul style="list-style-type: none"> To raise the rate of environmental cleanliness from 85% to 90% and food security cleanliness by 2011. 	<ul style="list-style-type: none"> The rate of environmental cleanliness Increased number of latrines Improved areas selling foods 	<ul style="list-style-type: none"> Environmental cleanliness annual report 	<ul style="list-style-type: none"> Availability of funds and reliable transport Expertise

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
To reduce infant mortality rate (IMR) from 20/1000 of the year 2008 to 5/1000 by the year 2011	The rate of infant mortality	RCH council report	Availability of funds and reliable transport Expertise
To reduce maternal mortality rate (MMR) from 104/100,000 by the year 2008 to 94/100,000 by the year 2011	Number of pregnant mothers delivering in Health Centres - pregnant mothers attendance before 16 th week.	Annual RCH report	Availability of trained birth attendants Availability of hospital equipment and transport
To reduce HIV/AIDS from 11.5% of 2008 to 2.0% by the year 2011	New transmission rates Number of customers in the CTC Centres Reduced stigma	HIV/AIDS reports	Equipment, medicines, funds, expertise and transport.
To reduce Malaria incidences from 24% by the year 2008 to 10% by the year 2011	Number of malaria morbidities	Annual malaria report	Availability of Medicines, funds, expertise and transport
<ul style="list-style-type: none"> • Eye infection reduced by 85% by 2011 	Number of eye cataract patients	Annual report	Availability of Medicines, funds, expertise and transport
<ul style="list-style-type: none"> • 			
TRADE AND INDUSTRY			

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
•			
•			
•			
•			
•			
•			

8.4 GOAL AREA:

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
WATER			
<ul style="list-style-type: none"> Access and quality of social Services improved 	Water supply coverage	Annual progress report	RWSSP/Quick wins project funds available
	Number of people sensitized on hygiene and water sanitation	Annual progress report	RWSSP/Quick wins project funds available
<ul style="list-style-type: none"> Management of Natural Resources and Environment sustained 	Number of trees planted in water catchments	Annual progress report	Availability OC/RWSSP funds
	Number of people sensitized on water source protection	Annual progress report	Availability OC/RWSSP funds
<ul style="list-style-type: none"> Social welfare, Gender, Equality and community empowerment improved 	Number of water committees and water user groups sensitized in gender equality.	Annual progress report	RWSSP/Quick wins project funds available
NATURAL RESOURCES			
<ul style="list-style-type: none"> Service improved and HIV/AIDS Infection reduced 	No. of deaths reduced	No. of patients	<ul style="list-style-type: none"> - Willingness of the people on HIV cancelling - Sexual intercourse controlled
<ul style="list-style-type: none"> Access and quality Social Services improved 	Community participation increased	Good houses/infrastructure	Public awareness
<ul style="list-style-type: none"> Quantity and quality of economic services and infrastructure improved 	Increased good living standards	Health people	Existence of educated people

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
<ul style="list-style-type: none"> • Good Governance and Administrative Services Enhanced 	Monthly departmental meetings Results of suggestion boxes	Frequent meetings	Working condition followed
<ul style="list-style-type: none"> • Management of natural resources and environment improved 	No. of trees planted No. forest reserves established No. of water sources improved	Availability of water and building materials	Environment conservation by the community
<ul style="list-style-type: none"> • Social welfare, Gender and Community empowerment improved 	No. of female leaders increased	Women participation in leadership	Equal education to all
<ul style="list-style-type: none"> • Emergence preparedness and Disaster Management improved 	Bush fires and charcoal burnings reduced Boundary conflicts reduced	No. of cases reduced Environmental degradation reduced	Educated community on fire risks
<ul style="list-style-type: none"> • 			

8.5 GOAL AREA:

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
WORKS			
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LANDS			
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8.6 GOAL AREA: .

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
PLANNING			
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GENDER			
•			
COMMUNITY DEVELOPMENT			
Poverty alleviation among women from 122 groups by the year 2009 to 300 groups by the year 2012 reduced	<ul style="list-style-type: none"> Number of groups formed (Number of beneficiaries) 	Reports	Increase Levels of poverty to women
Children rights including vulnerable children from 3 wards by the year 2009 to 7 wards by the year 2012 promoted	<ul style="list-style-type: none"> Number of meetings done in 	Reports	Increase number of vulnerable children

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
	wards <ul style="list-style-type: none"> • Number of people who are aware on children rights 		
Data bank established by the year 2012	<ul style="list-style-type: none"> • Presence of data 	Reports	<ul style="list-style-type: none"> • Lack of professional reports • Poor planning system
Availability of low cost housing from 2 wards by the year 2009 to 7 wards by the year 2012 increased	Number of beneficiaries	Reports	<ul style="list-style-type: none"> • Increase of number of people living in poor houses.
Community participation in designing and effectively instituting social protection measures from 3 wards by the year 2009 to 6 wards by the year 2012 enhanced	Number of beneficiaries	Reports	Increase of number of people in poor social protection
Gender issues at level by the year 2012 mainstreamed	Increase number of people practices gender issue	Reports	Lack of women rights.
Promotion of women participation on leadership, public meetings attendance and decision making at all levels from the year 2009 to year 2012 attained	Increase number of women in leader at all level, public meeting attendance and decision making	Reports	Low number of women in leadership at all level, public meeting attendance and decision making
Women right including widows from 3 words by the yea 2009 to 7 wards by the year 20012 promoted	<ul style="list-style-type: none"> • Number of meetings done in wards • Number of people 	Reports	Increase number of vulnerable women

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
	<p>who are aware on women right and widows.</p>		
<p>Reduce HIV/AIDS Transmission rate from 7.4% for year 2009 to 4.% by the year 2012</p>	<ul style="list-style-type: none"> • Decrease number of infected people by HIV/AIDS. • Increase number of people who are aware on HIV/AIDS • Number of by laws established on social protection • Number of youth clubs and theater groups formed • Number of peer educators for out of school youth formed. 	<p>Reports</p>	<p>Increase of number of people affected by HIV/AIDS</p>

8.7 GOAL AREA:

OBJECTIVE	VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS/ RISKS
ADMINISTRATION			
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FINANCE			
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•			
CULTURE			
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9.0 ACTION PLAN

9.1 GOAL AREA:

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
EDUCATION							
- Service improved and HIV/AIDS Infections reduced	To reduce transimission of HIV/AIDS from 11% to 6% by June 2012	DEO					
- Access and quality social service improved Adult illiteracy rate reduced from 11% to 5% by the year 2012	To meet leave expenses to 11 education officer	DEO					
	To pay in service training for education of officers from 2 to 8 by June 2012	DEO					
	To maintain and run 2 motor cycles by June 2012	DEO					
	To pay purchase office materials and other supplies by June 2012	DEO					
	To meet moving expenses to 2 education officers	DEO					
	To meet medical funds to 6 education officers by June 2012	DEO					
	To prepare department annual Budget and submit to treasury by June 2012	DEO					
	To meet celebration coast of the public ceremony (May day) by June 2012	DEO					
	To present PEDP report and TSM 1 & 2 forms to the Ministry by 2012	DEO					
	To procure 1 peace of lap top to education staff	DEO					
	To pay for telephone electricity, water and internet bills by June 2012	DEO					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
	To meet supervision cost of 46 primary schools by 2012	DEO					
	To pay for burial expenses for 4 employees by June 2012	DEO					
	To procure 1 car (Hard Top Land cruiser) -DEO by 2010	DEO					
	To procure 1 motor cycles by 2010	DEO					
	To pay employees (Primary school teachers) leave and travel allowance by June 2012	DEO					
	To pay for burial expenses for primary school teachers	DEO					
	To pay referral expenses for 20 employees (primary school teachers)	DEO					
	To pay allowance to new recruited teachers (Primary school level)	DEO					
	To pay 20 grade A,Diploma teachers and higher learning	DEO					
	To transfer teachers to needy school	DEO					
	To pay UPE (Capitation) composition to each pupils enrolled in school by 2012	DEO					
	To improved sports and games from primary school level for 60% by June 2010	DEO					
	To conduct National std VII Examinaton preparation meeting to all head of teacher	DEO					
	To conduct seminars to invigilators	DEO					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
	To purchase examinations stationaries for PLSE	DEO					
	To purchase and scan TSM 9 forms for 6000 pupils	DEO					
	To collect and returning examination scriptes	DEO					
	To pay allowance employees (invigilators) on the examinations	DEO					
	To conduct std IV examination for 400 pupils	DEO					
	To pay allowance to employees on the examinations and seminars	DEO					
	To pay examination marking	DEO					
	To pay Honoraria to 306 Adult Education teachers, COBET and ICBAE teachers	DEO					
	To pay allowance for 102 COBET teachers	DEO					
	To meet COBET and ICBAE classes supervion allowance for 5 Adult education officer	DEO					
	To pay training cost for 2 Education officers attending Higher learning	DEO					
	To meet leave and travel allowance for 5 employee	DEO					
	To pay transfer allowances for 2 ward education Coordinatos	DEO					
	To pay contract cutltral 10 group during the ceremony of Adult education week	DEO					
	To pay prizes for various stakeholders in the Adult Week ceremony	DEO					
	To meet for stationaries expenses in Adult Education	DEO					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
	Week						
- Efficiency toward Adult Coordinatos improved from 8 to 16 by 2012 - Management skills Development to Adult Education Officers - Quality and quantity of Economic services and infreastructure improved - Social welfare Gender and empowarment improved	To meet illiteracy classes programs from 72 to 102	DEO					
	To procure stationaries to 16 Ward education coordinators	DEO					
	To strengthen Mpitimbi and Magagura Vocational centre	DEO					
	To meet examinations Vocational training expenses	DEO					
	To procure furniture for 5 Ward education Coordinators	DEO					
	To procure 1 motor cycles for Adult Education officers	DEO					
	To procure 1 peace of lap top to education staff	DEO					
	To provide awareness on Health care service at COBET and ICBAE centers	DEO					
	To provide training on Environment issues including of greening	DEO					
	To pay for Computer training to 1 Adult Education officers	DEO					
	To increase number of primary school teachers houses from 383 to 433 by 2012	DEO					
	To increase number of primary school classrooms form 765 to 805 by 2012	DEO					
	To increase number of primary school desks from 12,185 to 114,685 by 2012	DEO					
	To inspect 75 primary school and provide report to	DEO					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
	awareness and Ministry on curriculum implementation by 2012						
	To conduct workshop on difficult subject topics as well as management skills to teachers	DEO					
	To procure food for 30 disabled pupils by 2012	DEO					
	To meet training materials to disabled pupils	DEO					
SOCIAL WELFARE							
Support older persons ceremony day by October 2009 every year	To conduct meeting sessions for the preparation of older person day ceremony	Social worker, DPLO,		V	V	V	V
	To celebrate older persons day October 2009	Social worker, DPLO,					
	To formulate older persons Baraza in 14 wards and in 121 villages	Social worker, DPLO, community worker, VEO		V	V	V	V
	Conducting 2 days seminar to 30 older persons from 14 wards baraza on older person rights	DPLO Social worker, community development					
	Conducting 2 days seminar to leaders	DPLO Social worker, community development					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
	To provide free medical cards to 1000 older persons by Oct. 2009	DPLO Social worker, community development		v			
Data collection of disadvantaged groups (MVC/OVC, people with disability, older persons) and young mothers	To train ward and village facilitators on the knowledge of data collection. Identification process and the use of data collection tools for 8 days	DPLO, Stakeholders, social worker		v			
	To conduct identification process in all villages of SDC of disadvantaged groups for 11 days	DPLO, Stakeholders, social worker		v			
	Report writing			v			
Formulate children forum (baraza) in the district council from 0 to 4 children baraza by Dec. 2009 in 4 wards	To create 4 wards children forum in Tanga, Lilambo, Matimira and Mpitimbi	DPLO, Stakeholders, social worker		v			
	To train MVCC/CMAC in 4 wards villages on their roles and responsibilities for 5 days	DPLO, Stakeholders, social worker and community development		v	v	v	V
	Report writing						
Establishment of district data bank of disadvantaged group	To combine and enter all collected data in data bank profile			v			
	District council to make use of the data collected for the purpose of improving the life standard of						

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
	disadvantaged groups						
Capacity building to 100 para-social workers from 4 wards on social work knowledge by Oct. 2009	To train 6 district facilitators on the knowledge of social work						
	To train 100 para-social workers from 4 wards of Matimira, Lilambo , Mpitimbi and Tanga on Socila work knowledge						
	Report writing, follow ups Monitoring and Evaluation						
	100 para-social workers to start working in the villages						
Provision of walking appliances to 20 people with physical disability.	To provide walking appliances to 20 people with physical disability.						
	Report writing, follow ups Monitoring and Evaluation						
Provision of hearing aids to 20 persons and children with the problem of hearing	To provide hearing aids to 20 persons and children with the problem of hearing						
	Report writing, follow ups Monitoring and Evaluation						
Provision of walking sticks (white can) to 20 people with the problem of blindness and opium glasses	To purchase and provide white can opium glasses to people with the problem of blindness						
Provision of caps and skin creams to 20 albinos	to purchase and provide caps and skin creams to 20 albinos						
Ensuring adequate protection and	To provide basic needs, building materials and other						

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
security to 100 people and 100 children of disadvantaged group	household equipment , health care education and vocational training						
Empowerment of HIV/AIDS prevention knowledge to 5 economic groups of people with disability by 2010.	To empower economically 5 groups of people with disability						
	To empower life skills knowledge to people with disability and young mothers						
	To empower 100 people with disability families living with people with disability by entrepreneurship knowledge						
	To empower families living with disadvantageous groups with economic support including loans, animal husbandry..etc						
Facilitation of 4 wards of Magagura, Litisha, Maposeni and Kilagano	To conduct seminar on CJF to ward facilitators MVCC/OVC members was executive and village chairpersons and ward councillors by June 2010.						
Community capacity building on the knowledge of the disadvantageous group rights	To conduct 5 days seminar on rights of disadvantageous groups	DPLO, Stakeholders, social workers and community workers					
	To conduct 1 day village meeting on rights of disadvantageous to the community	DPLO, Stakeholders, social workers					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
		and community workers					
	Report writing	DPLO, Stakeholders, social workers and community workers					
	Follow up	DPLO, Stakeholders, social workers and community workers					
Day-care centre data collection and establishment of new ones	To c conduct day care centre data collection			v			
	Report writing and follow ups			v			
	Training of 16 DToTs on Day care centre management			v			
	To conduct one day meeting on awareness creation to all v villages on day care centre establishment						
	Villages without day care centres to establish new ones			v			
	To conduct 5 days training on day care centres to owners of day care centres			v			

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
AGRICULTURE AND LIVESTOCK:							
<ul style="list-style-type: none"> Improved HIV/AIDS services and new infections reduced. 	<ul style="list-style-type: none"> To conduct 10 sensitization meetings in 10 villages 	DALDO					
	<ul style="list-style-type: none"> Rehabilitation of livestock infrastructures 	DALDO					
	<ul style="list-style-type: none"> To train new 80 farmers in 3 villages 	DALDO					
	<ul style="list-style-type: none"> To conduct study tours (visits) to 40 farmers 	DALDO					
	<ul style="list-style-type: none"> To allocate new pasture areas in 5 villages 	DALDO					
	<ul style="list-style-type: none"> Strengthening of 50 FFS's in 25 villages. 	DALDO					
	<ul style="list-style-type: none"> To conduct training to staff 	DALDO					
	<ul style="list-style-type: none"> To construct livestock primary market at Mhepai 	DALDO					
	<ul style="list-style-type: none"> Rehabilitation of road – 2.5 km along Lilambo village 	DALDO					
	<ul style="list-style-type: none"> To conduct training to power tiller users 	DALDO					
	<ul style="list-style-type: none"> Capacity building to 300 farmers on processing technology. 	DALDO					
	<ul style="list-style-type: none"> Introduction of new seedlings of paprika and jetrofa and distribution of new paprika 	DALDO					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
	coffee and jetrofa seeds.						
	<ul style="list-style-type: none"> To conduct sensitization to farmers on production of jetrofa 	DALDO					
	<ul style="list-style-type: none"> Strengthening of SACCOS 	DALDO					
	<ul style="list-style-type: none"> Strengthening of irrigation and irrigation schemes 	DALDO					
•	<ul style="list-style-type: none"> Capacity building to agriculture and livestock department staff on various skills and use of OSAKA experience in capacity building. 	DALDO					
•	<ul style="list-style-type: none"> Procurement of immunization kits 	DALDO					
•	<ul style="list-style-type: none"> To conduct participatory monitoring and supervision of extension services. 	DALDO	M				
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•	•						
• COOPERATIVE	•						
TRADE							
•	•						
•	•						

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
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OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
WATER							
<ul style="list-style-type: none"> Access and quality of social services improved 	<ul style="list-style-type: none"> To train 2 staff on long course in water engineering by June 2011. 	DWE					
	<ul style="list-style-type: none"> To facilitate departmental statutory benefits and working facilities to 24 staff by June 2010 	DWE					
	<ul style="list-style-type: none"> To construct 10 piped water schemes in 10 villages by June 2011 	DWE					
	<ul style="list-style-type: none"> To rehabilitate 72 shallow wells fitted with hand pump in 15 villages by June 2010 	DWE					
	<ul style="list-style-type: none"> To conduct training to 10 water committees on hygiene promotion and water sanitation to 10 villages by June 2010 	DWE					
<ul style="list-style-type: none"> Management of Natural Resources and Environment Sustained 	<ul style="list-style-type: none"> Protection of 29000 trees in water catchments in 17 villages by June 2010 	DW/DRNO					
	<ul style="list-style-type: none"> To facilitate planting of 10,000 trees in water catchments areas in 6 villages by June 2010. 	DW/DRNO					
	<ul style="list-style-type: none"> To conduct quarterly supportive supervision on the adherence to water source protection by-laws in 10 villages by June 2010. 	DW/DRNO/DLO					
<ul style="list-style-type: none"> Social Welfare, Gender Equality and Economic empowerment improved. 	<ul style="list-style-type: none"> Awareness on gender equality and involvement in water sector in 10 villages 	DWE/DCDO					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD			
	increased by June 2011.					
•	• To conduct one day sensitization meeting to 17 water user groups on gender equality in 4 villages by June 2011.					
•	• To conduct one day sensitization meeting to 10 water committees on gender equality in 10 villages by June 2011.					
•	•					
• HEALTH	•					
To maintain immunization coverage above 90% each year till 2011	To supervise and conduct follow-ups on POLIO DESEASE....	DCCCO				
	To motivate the health workers	DMO				
	Procurement of fuel	DMO				
	To conduct meetings with the Health Centre Incharges	DMO				
	Distribution of Vitamin A	DCCCO				
	Vaccination through centres with mobile services.	DCCCO				
	Purchase of LP Gas	DMO				
To reduce Malaria incidences from 24% by the year 2008 to 10% by the year 2011	To commemorate the Africa Malaria Day	Malaria		4 TH		

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
				QTR			
		coordinator		QTR			
	To conduct training to ADDO Dispensers on malaria treatment	District Pharmacist		3 RD QTR			
	To conduct training to 25 nurses on how to handle a malaria patient	DNO		3 RD QTR			
	To train 50 health workers in the community (CORPS) on how to treat various diseases	Malaria coordinator		2 ND QTR			
To reduce HIV/AIDS from 11.5% of 2008 to 2.0% by the year 2011	To conduct 5 days training to service providers preventive measures (PEP).	HIV/AIDS COORDINATOR					
	To provide training to service providers on: Treatment of ARVs, PMTCT, Sexually Transmitted Infections and the guideline on how treat new HIV/AIDS patients.	HIV/AIDS COORDINATOR					
	To conduct directory supervision on home based care service, treatment, counselling, PMTCT and STDs.	HIV/AIDS COORDINATOR					
	To conduct training to 54 Secondary School guardians, establishment of school committees	HIV/AIDS COORDINATOR					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
	to 27 secondary schools and to train 54 peer educators on HIV skills and STDs	TOR					
	To strengthen and expand CTC centres from the current 20 to 35 by 2011.	HIV/AIDS COORDINATOR					
	Purchase of mobile (out reach) bags for health workers and volunteers	HIV/AIDS COORDINATOR					
	Project car maintenance, to attend training on GRF project, conduct evaluation, procurement of working tools and fuel and preparation of project report	HIV/AIDS COORDINATOR					
	To conduct stakeholders meeting at Council, Ward and Village levels in every quarter.	HIV/AIDS COORDINATOR					
	To train service providers in TB/HIV section.	HIV/AIDS COORDINATOR					
	To commemorate World AIDS Day	HIV/AIDS COORDINATOR					
	Awareness creation to council health team on TB/HIV section collaboration	HIV/AIDS & TB COORDINATORS.					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
To reduce infant mortality rate (IMR) from 20/1000 of the year 2008 to 5/1000 by the year 2011	To conduct meeting on the discussion of MCH mortalities	RCH Coordinator					
	To train 25 service providers on STDs	RCH Coordinator					
	Rehabilitation of Madaba Health Centre	DMO					
	To purchase food for the patients in 2 health centres, cleaning materials and solar power.	DMO					
To reduce maternal mortality rate (MMR) from 104/100,000 by the year 2008 to 94/100,000 by the year 2011	To conduct quarterly Health Board meetings	DMO					
	Conduct supervision and maintenance of vehicles	DMO					
	Supervision and distribution of various medical equipment and medicines at Council level	DMO,DCCO, & RCH Cordinator					
	Procurement of medical supplies	DMO,					
	Maintenance of 2 patient health centre vehicles	DMO					
Eye infection reduced by 85% by 2011	To conduct correct eye operation						
	Distribution of mectizan and zithromax medicines						
Strengthening environmental sanitation and cleanliness	To conduct routine community follow-ups and supervision on environmental cleanliness and	DHO					

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
	sanitation and follow up on PHAST.						
<ul style="list-style-type: none"> NATURAL RESOURCES 							

9.2 GOAL AREA:

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
WORKS							
•	•						
LANDS							
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9.3 GOAL AREA:

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
PLANNING							
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GENDER							
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COMMUNITY DEVELOPMENT							
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9.4 GOAL AREA:

OBJECTIVE	ACTIVITIES	RESPONSIBLE PERSON	GANT CHART/ IMPLEMENTATION PERIOD				
			2008	2009	2010	2011	2012
ADMINISTRATION							
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FINANCE							
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CULTURE							
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