

UNITED REPUBLIC OF TANZANIA



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



**SINGIDA MUNICIPAL COUNCIL
STRATEGIC PLAN
2016/2017-2020/2021**

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EXECUTIVE SUMMARY

Singida Municipal council is committed to be a provider of quality and sustainable socio-economic services for the wellbeing of its community; this shall be attained through effective and efficient use of available resources in providing quality services based on the principles of good governance at all levels. In realizing its long term dream a council has 9 broad statements (strategic objectives) coded "A to I" that includes: A. Services Improved and HIV/AIDS Infections Reduced, B. National Anti-Corruption Implementation Strategy Enhanced and Sustained, C. Access to Quality and Equitable Social Services Delivery Improved, D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased, E. Good Governance and Administrative Services Enhanced, F. Social Welfare, Gender and Community Empowerment Improved, G. Management of Natural Resources and Environment Enhanced and Sustained, H. Local Economic Development Coordination Enhance and I. Emergency and Disaster Management Improved. All objectives shall be realized through its own targets underneath owned by respective departments.

In ensuring ownership, participatory approach was used in the process of strategic plan preparation which involved a consortium of management team of the Municipal council who were head of departments, Units and a wide range of other stakeholders. This strategic plan has taken into account the analysis of both internal and external environmental scan. The internal scan involved a critical analysis of the existing situation in all sectors bearing to provision of social services; the external environmental scan concerned with the analysis of the Tanzania National Development Vision (2025), The Tanzania Long Term Perspective Plan (LTPP, 2011/2012-2025/2026). Tanzania Five Years Development Plan

2016/2017- 2020/2021 (FYP II), Tanzania Mini- Tiger Plan, Tanzania Open Government Partnership (OGP): Third National Action Plan 2016/2017 - 2017/2018, Sustainable Development Goals (SDGs), Agenda 2063: The Africa We Want and sectoral policies. The plan is divided into five chapters where chapter One presents background information of Singida municipal council, chapter Two provide situation analysis of the municipal council where a thorough diagnosis on the existing situation of the Municipal council was analysed to determine issues of major concern to be addressed. Chapter three presents Performance review on the implementation of the previous 2009/2010-2013/2014 strategic plan, Chapter Four describes The Plan where the vision, mission, strategic objectives, targets, strategies and performance indicators have been clearly presented. Finally chapter Five describes information on implementation, monitoring, evaluation, plan review; where the implementation of this plan shall be the responsibility of all stakeholders of the municipal council. The Municipal Director (MD) who is the Chief Executive Officer of the Municipal Council shall be responsible and accountable for the implementation of the Singida Municipal Council (2016/2017 – 2020/2021) Strategic Plan. Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the head of the planning statistics and monitoring department to the organs representing Singida Municipal Council community members. There shall be Mid-term evaluation to be conducted after two and half years and Terminal evaluation to be carried out at the end of the planned period to match activity funding with plan implementation. Moreover, the implementation of this strategic plan is bounded by 5 major core values that shall be guiding principles to all stakeholders involved in implementation of this plan.

LIST OF ABBREVIATIONS AND ACRONYM

A – Level	Advanced Level Education
AEDM	Asian Economic Development Model
AMCOS	Agriculture Marketing Cooperative Societies
ARDS	Agricultural Routine Data System
ASDP	Agriculture Sector Development Projects
ASEE	Advanced Certificate of Secondary Education Examination
BEMIS	Basic Education Management System
CBD	Central Business District
CSEE	Certificate of Secondary Education Examination
EIA	Environmental Impact Assessment
FYP II	Five Years Development Plan II
GoT-HoMIS	Government of Tanzania Hospital Management Information System
HCMIS	Human Capital Management Information System
HIV/AIDS	Human Immune Virus/ Acquired Immune Deficiency Syndrome
HLG	Higher Level Government
ICT	Information and Communications Technologies
IRM	Independent Reporting Mechanism
LGA	Local Government Authority
LGDG	Local Government Development Grant
LGRCIS	Local Government Revenue Collection Information system
LLG	Lower Level Government
LRMS	Land Rate Management system
MTEF	Medium Term Expenditure Framework
Plan-Rep	Planning and Reporting System
PO-RALG	President's Office Regional Administration and Local Government
PRem	Primary Record Manager
SACCOS	Savings and Credit Cooperative Society

SDGs	Sustainable Development Goals
SEDP	Secondary Education Development Program
SUWASA	Singida Urban Water Supply and Sanitation Authority
TASAF	Tanzania Social Action Fund
NBAA	National Board of Accountancy and Auditing
NCDs	Non-Communicable Diseases
NGOs	Non Governmental Organisations
NHIF	National Health Insurance Fund
O&M	Operation and Maintenance
O&OD	Opportunity and Obstacle to Development
OGP	Open Government Partnership
O – Level	Ordinary Level Education
OPD	Out Patient Department
OPRAS	Open Performance Review and Appraisal System
P4R	Performance for Results
PHC	Primary Health Care
PMCT	Preventive Mother to Child Transmissions
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PRem	Primary Records Manager
RCH	Reproductive and Child Health
SEDP	Secondary Education Development Program
SLO	Statistics and Logistics Officer
SME	Small Medium Enterprise
SNE	Special Needs Education
STD	Standard
SWOC	Strength Weaknesses Opportunities and Challenges
TANROADS	Tanzania National Roads Agency
TASAF	Tanzania Social Action Funds
TB	Tuberculosis
TDV	Tanzania Development Vision
ToR	Terms of Reference

TPD	Town Planning Drawings
TTCL	Tanzania Telecommunications Company Limited
VCT	Voluntary Counseling and Testing
VFM	Value for Money Audit
WAEO	Ward Agriculture Executive Officer
WMIS	Water Management Information System
WS	Water and Sanitation
WSDP	Water Sector Development Programmed

TABLE OF CONTENT

EXECUTIVE SUMMARY	ii
LIST OF ABBREVIATIONS AND ACRONYM	iv
TABLE OF CONTENT	vii
LIST OF TABLES.....	xiii
LIST OF FIGURES	xv
Statement of Municipal Council Mayor	xvi
Statement of Municipal Director	xvi
CHAPTER ONE	1
BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS.....	1
1.1 Background Information	1
1.2 Geographical Location	2
1.3 Land Area, Land Use Pattern and Administrative Units ..	2
1.4 Climate, Soil and Topography	2
1.4.1 Climate.....	2
1.5 Vegetation.....	4
1.6 Agro-Ecological Zones	4
1.7 Drainage System.....	6
1.8 Population	6
1.8.1 Ethnic Groups	6
1.9 Mandate and Functions of Singida Municipal Council	8
CHAPTER TWO	9
SITUATION ANALYSIS	9
2.1 Overview	9

2.2 Analysis of Internal Environment	9
2.2.1 Administration and Human Resources	9
2.2.2 Planning Statistics Monitoring and Evaluation	18
2.2.3 Town Planning and Lands	30
2.2.4 Agriculture, Irrigation and Cooperatives	35
2.2.5 Finance and Trade	45
2.2.6 Primary Education	52
2.2.7 Secondary Education	58
2.2.8 Health	62
2.2.9 Livestock and Fisheries Development	72
2.2.10 Works	77
2.2.11 Community Development Gender and Children	78
2.2.12 Election	84
2.2.13 Information Communication Technology and Public Relation	85
2.2.14 Internal Audit	88
2.2.15 Procurement Management Unit	92
2.2.16 Environment Conservation and Solid Waste Management	94
2.2.17 Legal	100
2.2.18 Water	102
2.2.19 Beekeeping	103
2.3 The External Environmental Scan	104
2.3.1 The Tanzania National Development Vision (2025) ..	104
2.3.2 The Long Term Perspective Plan (LTPP 2011/2012-2025/2026) .	106
2.3.3 Tanzania National Five Years Development Plan 2016/2017-2020/2021 (NFYP II)	107
2.3. 4 Sustainable Development Goals (SDGs)	108

2.3.5 Tanzania Open Government Partnership (OGP): Third National Action Plan 2016/17 - 2017/18	109
2.3.6 Agenda 2063: The Africa We Want	111
2.3.7 Tanzania Mini- Tiger Plan	112
2.3.8 Small and Medium Enterprise Development Policy 2002	113
2.3.9 National Agriculture Policy 2013.....	114
2.3.10 National Livestock Policy 2006.....	116
2.4 Strength, Weaknesses, Opportunities, and Challenges (SWOC) Analysis.....	117
2.4.1. Strength	117
2.4.2 Weaknesses	118
2.4.3 Opportunities.....	118
2.4.4 Challenges	119
2.5 Stakeholders Analysis	120
2.6 Core Values	124
CHAPTER THREE.....	126
PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2009/2010-2013/2014 STRATEGIC PLAN.....	126
3.1 Major Achievements.....	126
3.2 Constraints.....	129
CHAPTER FOUR.....	131
THE PLAN	131
4.1 VISION.....	131
4.2 MISSION.....	131
4.3 STRATEGIC OBJECTIVES	131

4.4 STRATEGIC OBJECTIVES, TARGETS, STRATEGIES AND PERFORMANCE INDICATORS.....	132
4.4.1 Strategic Objective 1	132
4.4.2 Strategic Objective 2	141
4.4.3 Strategic Objective 3	145
4.4.4 Strategic Objective 4	149
4.4.5 Strategic Objective 5	152
4.4.6 Strategic Objective 6	157
4.4.7 Strategic Objective 7	162
4.4.8 Strategic Objective 8	167
4.4.9 Strategic Objective 9	168
4.4.10 Strategic Objective 10	170
4.4.11 Strategic Objective 11	171
4.4.12 Strategic Objective 12	174
4.4.13 Strategic Objective 13	177
4.4.14 Strategic Objective 14	179
4.4.15 Strategic Objective 15	181
4.4.16 Strategic Objective 16	184
4.4.17 Strategic Objective 17	185
4.4.18 Strategic Objective 18	187
4.4.19 Strategic Objective 19	188
CHAPTER FIVE.....	192
IMPLEMENTATION, MONITORING, EVALUATION, REVIEW, INTERNAL REPORTING PLAN, EXTERNAL REPORTING PLAN AND ASSUMPTIONS	192
5.1 Implementation	192

5.2 Monitoring	193
5.3 Evaluation	194
5.4 Plan Review	197
5.5 Internal Reporting Plan	198
5.6 External Reporting Plan	199
5.7 Risks Management	202
5.8 Assumptions	202

LIST OF TABLES

Table 1: Trend of budgets for three consecutive years 2013/14-2015/16	20
Table 2: Projection of Revenue collection in the municipal for next five years 2016/2017 – 2021/2022	22
Table 3: Area for Investment in the Municipal Council	22
Table 4: Summary of areas for Investment.....	31
Table 5: Distribution Housing Materials for Floor and Foundation	33
Table 6: Distribution Housing Materials for Walls	34
Table 7: Distribution Housing Materials for Roof	34
Table 8: Total area under cultivation of food crops....	37
Table 9: Total production of food crops	37
Table 10: Total area under cultivation of cash crops	38
Table 11: Total Production of cash crops.....	39
Table 12: Services provisions	40
Table 13: Availability of agricultural personnel in the municipality by 2015.....	41
Table 14: Market Prices for Food and Cash Crops, 2017	43
Table 15: Area under irrigation as at 2016/2017.....	43
Table 16: Types of cooperative members	44
Table 17: Own source revenue collection Vs budget for three financial years	46
Table 18: Human resource establishment in Finance and Trade department.....	47
Table 19: Processing industries in the municipal.....	50
Table 20: Infrastructures, Equipment and Resources	53
Table 21: Performance Rate for Three Consecutive Years	55
Table 22: Special Needs Education	56
Table 23: Active Cobet Centers and Existing Participants	57
Table 24: Form Four Student Drop Out 2015 Versus 2016	60
Table 25: Number of expectant mothers and under-one-children vaccinated for various diseases in 2014 - 2015.....	63

Table 26: Nutritional status of the under-five children in 2014 - 2015	64
Table 27: Distribution of health facilities by ward 2016	65
Table 28: Health Facilities Star Rating	66
Table 29: Number of women used Maternal Care Services in 2014– 2015	67
Table 30: Commonly reported causes of morbidity (outpatients) in 2013-2015	69
Table 31: Commonly reported cause of morbidity (in patients) in 2013-2015	70
Table 32: Number of Males and Females voluntarily screened for HIV/AIDS in the Municipal between 2013- 2015	70
Table 33: Number of the extension personnel	72
Table 34: Livestock population in Singida Municipal	73
Table 35: Number of Animals Slaughtered	74
Table 36: Number of animals sold	74
Table 37: Animal products sold	74
Table 38: Major livestock diseases reported in two-year	75
Table 39: Fish production (tons) in two years 2015-2017	76
Table 40: Number of Most Vulnerable Children Identified per Ward	82
Table 41: Number of Elders Identified Per Ward.....	83
Table 42: Groups of Youth Provided with Capital	84
Table 43: Latrine construction by ward for the year 2016	97
Table 44: Beekeeping Groups available in Singida Municipal Council	103
Table 45: Stakeholder Analysis	121
Table 46: Example of implementation plan: Result Area: x	193
Table 47: Example of quarterly progress report	194
Table 48: Evaluation Plan	196
Table 49: A Review Plan	198
Table 50: Internal Reporting Plan	199
Table 51: External Reporting Plan	200

LIST OF FIGURES

Figure 1: Trend of Rainfall Distribution in Singida Municipal	3
Figure 2: Map of Singida Municipal Council	7

Statement of Municipal Council Mayor

Singida Municipal Council is among of the rapid growing council in Tanzania experiencing high rate of urbanization caused by natural birth and immigration. The urban sprawl and rapid population growth has increased pressure on resources. The revenue sources are limited but if we can devise best mechanism to manage collections, we believe that we can make our dream true. There is no doubt that for the past five years, the council has moved in a very fast pace to be able to address socio-economic issues bringing about rapid economic transformation and human development. As more than we used to do previously, we are also committed in the next five years of this plan implementation to increase our commitment in achieving the vision. Besides, we admit that we are capable of using our meager resource and strengths to address our challenges and also capitalize on available opportunities. We are also aware that we are not perfect, but we are striving to minimize our weaknesses while using our internal strengths and available opportunities. We should take the Municipal Council as our household, since we are in the same boat, when it goes wrong; it is because of our weaknesses and failure to use available opportunities. We do not expect such things to happen, let us work hard, let us join our efforts and let us promote self reliance mentality to our people. This strategic plan provides a roadmap for our future development. We are optimistic that through the support of Chama Cha Mapinduzi (CCM) as a Ruling Party our vision shall be successfully achieved. As the World is changing, Singida Municipal Council as a whole should respond to such changes. There are numerous evidence of change in people's capabilities, demand, the way goods and services should be supplied, resource bases and political games to mention few, all these have been changing very rapidly. We need to cope to such changes, if we really want to be the leading council in provision of optimal services to the community at large.

At the District Council level, this strategic plan stands as one of prerequisites for funding from central government and development partners. On the other hand, this plan provides a rational base to improve performance, to create more relevant institutional structures, to increase levels of institutional, departmental, and individual accountability; to improve transparency and communication between management, employees and stakeholders and to establish priorities for efficient and effective resource allocation. However, the successful implementation of this plan is largely depend on efficient, effective and sharing of resource; transparency and accountability; motivation and team work spirit; equity and equality in service delivery, and promoting innovativeness that must be adhered by all actors involved in implementing this plan. We thus expect that by accomplishing the implementation of this plan, we shall be in a position to ensure that there is high quality services and sustainable development of the community members.

We thus call upon all stakeholders, development partners, staff and community members at large to support this process of providing quality and sustainable socio-economic services for the wellbeing of the community in Singida Municipality by 2025. We appreciate your support and we look forward to your endless cooperation.



**GWAE CHIMA MBUA
HONORABLE MAYOR
SINGIDA MUNICIPAL COUNCIL**

Statement of Municipal Director

Singida Municipal Council has made tremendous achievements in promoting economic growth and human transformation of its community for the past five years of its prior strategic plan implementation. However, the rapid increase of population and urbanisation in the municipal; has resulted into an increased pressure on infinite resources emerged from an increased human demand in recent years. In complementing implementation of the CCM party manifesto for the next five years, the municipal council is committed to be a provider of quality and sustainable socio-economic services for the wellbeing of the community. Besides, this shall be achieved through effective and efficient use of available resources. I am kindly calling upon all municipal staff, community members, donors and other stakeholders to collaborate fully in the implementation of this strategic plan. It is our belief that with this new strategic plan that shall be executed from 2016/2017 to 2020/2021 with much focus on integrating agriculture and industrial sector toward nurturing industrialisation, economic transformation; which in turn shall trigger human development of community members in the municipal. It should be noted that in achieving sustainable human development of community members we must focus much on using the internal strength and external opportunities to address the existing internal weaknesses and external challenges.

In realizing municipal"s long-term dreams for the next five years, the plan has formulated nine strategic objectives that shall be closely monitored namely: A. Services Improved and HIV/AIDS Infections Reduced, B. National Anti-Corruption Implementation Strategy Enhanced and Sustained, C. Access to Quality and Equitable Social Services Delivery Improved, D. Quality and Quantity of Socio-

Economic Services and Infrastructure Increased, E. Good Governance and Administrative Services Enhanced, F. Social Welfare, Gender and Community Empowerment Improved, G. Management of Natural Resources and Environment Enhanced and Sustained, H. Local Economic Development Coordination Enhanced, I. Emergency and Disaster Management Improved. All of these objectives shall be realized through specific targets derived from critical issues from community members that shall be implemented under each department and units. These targets have been strategized and performance indicator developed for each target to measure its achievement. Finally I am indebted to invite all stakeholders to share hands all together as one towards achieving vision, mission and objectives of this plan. God Bless Tanzania; God Bless Singida Municipal.



**BRAVO KIZITO LYAPPEMBILE
MUNICIPAL DIRECTOR
SINGIDA MUNICIPAL COUNCIL**

CHAPTER ONE

BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS

1.1 Background Information

The origin of Singida Municipal goes back to 1960's after Tanzania gaining her political independence whereby before this time regions were governed by native authorities. After independence in 1961, the government abolished the old native authorities and created an entirely new structure of Councils covering the whole country. Singida Municipal Council was formerly known as Singida Township Authority from 1961 to 1972 under the District Executive Officer, and all activities were administered by Singida District Council.

In 1972 the Government changed the Local Government Administrative System and gave chance to the establishment of Regional Administrative System under the act of Regional Administrative System whereby all activities were transferred to the Central Government. In this period Singida Municipal Council which was known as Singida Township Authority was monitored by the region as sub-District headed by Assistant District Development Director who worked under the Regional Development Director. This system gave rise to the establishment of Village government councils, District Development Committees and Regional Development Committees.

From 1978 to 1980 the process of re-establishment of Local Government Authorities started and in 1982 under the act No. 7 – 10, Local Government Authorities were established with the aim of giving more authority to the public citizen according to the constitution of the United Republic of Tanzania section No. 145 and 146, where Singida Township Council was announced in the year 1980. On 29th July, 2005 Singida Town Council was announced to be Singida Municipal Council by the Government Announcement No. 219.

1.2 Geographical Location

Singida Municipal is located in central plateau of Tanzania. It lies between latitudes $4^{\circ} 40'$ and $4^{\circ} 43'$ South of the Equator and longitude $34^{\circ} 30'$ and $34^{\circ} 53'$ East of Greenwich. The capital ward is Ipembe. Singida Municipal Council is boarded by Singida District Council to the Eastern and Northern side and Ikungi District Council to the Western and South Western side. It is the hub (Central part) of the Region with roads leading to Dodoma, Manyara, Arusha, Tabora, Kigoma, Shinyanga and Mwanza Regions.

1.3 Land Area, Land Use Pattern and Administrative Units

Singida Municipal Council covers a total area of 754 sq. kms (75400 hectares). The size of the land area is 730.5 sq. kms, which arable land is 293.5 sq. kms; forest area covers 93.5 sq. kms, 97.0 sq. kms for residence while grazing area covers 246.1 sq. kms and 23.5 sq.kms of water body. Singida municipal council is the regional headquarters for Singida region. It is among seven Councils in Singida region. Singida Municipal Council is made up of 2 Divisions, which are subdivided into Administrative 18 wards, and these are further subdivided into 19 villages, 53 streets and 87 hamlets.

1.4 Climate, Soil and Topography

1.4.1 Climate

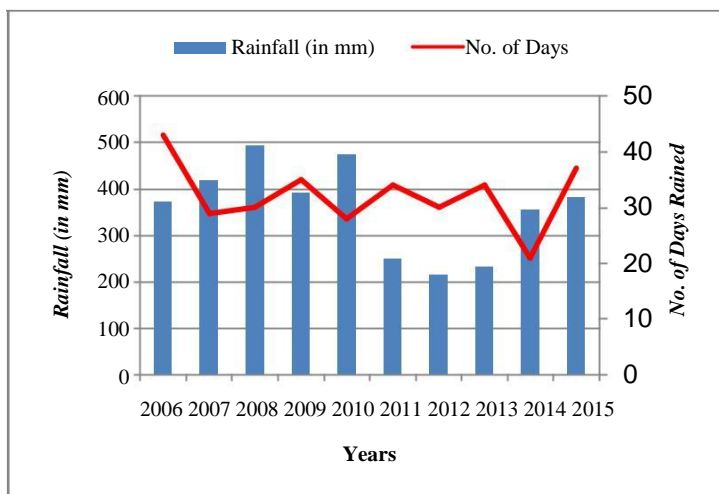
A large part of Singida Municipal is semi-arid, and the average annual rainfall ranges between 650-800 mm annually. The area is dominated by dry season from June to October including March for the last year in normal circumstance, Maximum rainfall usually take place from January and April and minimum rainfall take place in February, May, November and December. Rainfall is very unreliable

Temperature in the area ranges from 11°C and 28.2°C , with warmest months being October and November, while the coldest months being June to August. The wind spread is usually high in dry season, specifically in months of May to October. A large part of Singida Municipal is semi-arid characterized by low rainfall with few

days for rain. On average the area get 32 days of rain per year with a maximum of 43 days. Rainfall usually starts from mid-November and ending up in April or early May. The area experience dry season from June to October.

Data from 2006 to 2015 indicate amount of rainfall fluctuated substantially from year to year. For the last five years the region experienced very low rain fall. However, there are some sign of increasing trend in recent years.

Figure 1: Trend of Rainfall Distribution in Singida Municipal



1.4.2 Soil

Most of the parts in Singida Municipal are characterized with Sandy loamy soil, loamy silt soil and clay silt soil which are under depressions.

1.4.3 Topography

The Municipal is located at an altitude of 600 – 1200m above sea level. In the Northeastern part of the Municipal where Mtipa and Mitunduruni wards are located there is escarpment of rift valley, as well as isolated hills and rocks. Other parts of the Municipal are more or less flatland with undulating hills.

1.5 Vegetation

Vegetation in the area is characterized by short grasses, shrubs, thicket bushes, a typical characteristic of many semi-arid regions. There are also planted timber and fruity trees. However, in some areas natural vegetation has been altered by human activities such as agriculture, charcoal making and lumbering, leading to secondary succession where new vegetation has colonized the area. Mountainous areas are still covered by natural forests.

1.6 Agro-Ecological Zones

Singida Municipal consists of five agro-ecological zones; the zone in North-East bordering Mkalama district (the zone with rift- valley escarpment); the zone that covers the Southern part of the Municipal bordering Ikungi district; the zone in North-Western part towards Iramba district; the zone in the East towards Singida rural district which comprises flat plains; and the zone that covers the central part of the municipal which is Singida town. Each zone is characterized by its own distinctive agro-ecological potential shown below.

1.6.1 Zone I

Zone I is located on the North-Eastern part of the Municipal. Wards located in this zone are Mtipa and Mitunduruni. The zone is located at an altitude of 1500m above sea level with annual rainfall that varies between 600 -800mm. The soil type is mainly sandy loamy soil, loamy silt soil and clay silt soil in depression and valley. The main economic activities in this zone include livestock keeping and crop production

The common food crops grown include maize, beans, millet, sweet potatoes, sorghum and cassava and cash crops are onions, sunflower and finger millet. Livestock kept includes cattle, goats, Sheep, chicken and improved stocks. Fishing is done in Lake Singidani.

1.6.2 Zone II

Zone II is located on the Eastern part. It covers Mungumaji and Unyambwa wards. The zone lies between 1000-1500m above sea level with an annual rainfall ranging from 500 to 650 mm. The area has Sandy loamy soil, loamy silt soil and clay silt soil. The main economic activities in this zone include livestock keeping and crop production. Common food crops grown include maize, beans, millet, sweet potatoes, sorghum and cassava and cash crops are onions, sunflower and finger millet. Livestock keeping include cattle, goats, sheep, chicken, donkeys and guinea fowls.

1.6.3 Zone III

This zone is located on the North-Western part of the Municipal. Wards under this zone include Mwankoko, Uhamaka, and Mandewa. The zone rises 1000m above sea level and receives an average of 650mm of rainfall annually. Soils are mostly sandy loamy soil and loam silt soil. As with most other zones, the main economic activities are agriculture and livestock production. Common food crops grown include maize, beans, millet, sweet potatoes, sorghum and cassava and cash crops are sunflower and finger millet. Livestock kept include cattle, goats, sheep, chicken, donkeys, pig and guinea fowls.

1.6.4 Zone IV

It is located in the Southern part of Singida Municipal. Mtamaa, Kisaki, Unyanga, and Unyamikumbi wards are located in this zone. The zone lies between an altitudes of 1000-1500m above sea level with annual rainfall varying from 600-700mm. The soil of Southern part of Singida Municipal is mostly sandy loamy soil and loam silt soil. The main economic activities in this zone include livestock keeping and crop production.

Common food crops grown include maize, beans, millet, sweet potatoes, sorghum and cassava and cash crops are sunflower and finger millet. Livestock keeping include cattle, goats, sheep, chicken, donkeys and guinea fowls. Fishing is also an important activity done at Lake Kindai mainly from Unyanga Ward.

1.6.5 Zone V

This zone is located in the central part of Singida Municipal comprising of Majengo, Ipembe, Utemini, Kindai, Misuna, Minga, and Mughanga wards. The zone covers the central part which in Singida town with an altitude of between 1000-1500m above sea level and annual rainfall varying from 600-700 mm. Soil is Sandy loamy soil, loamy silt soil and clay silt soil. The main economic activities in this zone include small business, transportation, small industries, rental houses and hotels. Horticultural crops are practiced mainly at Kindai Ward. Cattle, goats, sheep, chicken, and guinea fowls. Livestock are mostly kept under zero grazing. Fishing is also an important activity at lake Kindai and Singidani.

1.7 Drainage System

The area has got two permanent lakes namely Kindai and Singidani. There are also few seasonal dams/ponds, providing water for livestock and sometimes water for irrigation for horticultural crops. Much of the plateau has internal drainage producing saline and alkaline lakes such as Singidani, Kindai. Rivers in the area are seasonal pouring their water into lake Kindai and Singidani.

1.8 Population

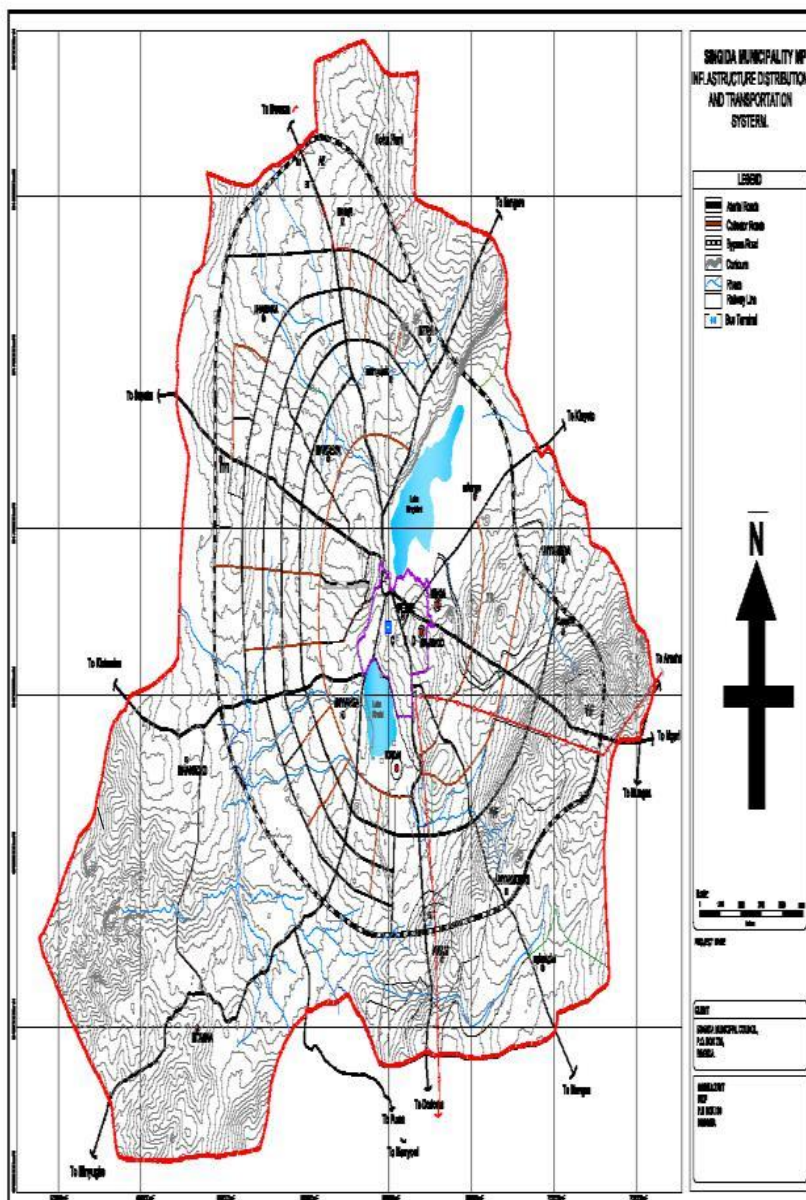
1.8.1 Ethnic Groups

There are more than ten tribes in Singida municipal. However, the dominant ethnic groups are Nyaturu and Nyiramba which comprises about 80% of the total population. There are also minor tribes such as Kimbu, Gogo, Isanzu, Tuturu, Sukuma, Mang"ati, Nyamwezi, Luo, Barbaig and Hardzebe believed to migrate from other areas for business. The rest of the populations comprise migrant people from other areas. Furthermore, there are some few Arabs and Asians resides in the Municipal especially in urban areas

1.8.2 Population Size and Growth

According to 2012 population census, Singida Municipal had a population of 150,379 people growing at the rate of 2.71% per year whereas males were 73,484 and females were 76,895. Out of the total population, about 49.28% of these people were living in urban areas and the rest 50.72% were living in rural areas.

Figure 2: Map of Singida Municipal Council



1.9 Mandate and Functions of Singida Municipal Council

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

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

CHAPTER TWO

SITUATION ANALYSIS

2.1 Overview

For effective and efficient operationalisation of Singida municipal roles and functions, the municipal needs to take a hard look at itself where it came from, where is it now, where it going and what is its choices for the future development of the municipal. In order to assess the current situation, a good deal of information was collected to determine the external and internal environment. This chapter therefore, presents the features of existing internal and external environment which have a bearing to the operations of the Municipal functions. The analysis of internal environment dwells on analysis of the current situation including achievements that have been made by the council during the implementation of the previous strategic plan. While the analysis of external environment covers overview of international initiatives and national policies and strategies that have a bearing on operations of the municipal council. The chapter winds up with the analysis report of strengths, weaknesses, opportunities and challenges based on the analysis of the internal and external environments.

2.2 Analysis of Internal Environment

2.2.1 Administration and Human Resources

This Department is the overall coordinator of all matters pertaining the Council administrative services and personnel management to enhance good governance. The major role is to assist the council in discharging administrative and human resources functions with the prime responsibility for supporting in all matters pertaining to administration, recruitment and selection, rewarding, training and development, performance monitoring, social and welfare programme, and employee counseling.

(i) Administration

On matter related to leadership and Administration Composition, the Council is constituted with 18 Wards, 53 Mitaa and 19 Villages.

These Council levels are organized with political leadership and Public service personnel. The political elected leaders include 26 Councillors, 68 Mitaa and Village Chairpersons indicating 4 vacancies due to 2 resignation 1 death and 1 established mttaa after 2014 Local Government election. By-election in this regard is to be conducted to cover the vacant positions.

The public Service administration includes 13 Departments and 6 Sections. These are headed by Heads of Departments and Sections. 2 Departments and 2 Sections are headed by the Acting officials. At the Lower Level Government there are Government functionaries in the following composition; 10 Ward Executives with 8 vacancies and 53 Mitaa and Village Executives leading to 9 vacancies. The Central Government therefore should recruit Ward Executives cadre and release in time the employment permit for the Village and Mitaa Executives cadres to curb the identified gaps.

The council has statutory meetings which are held in the following formation:

At the Council level, there are 5 Standing Committees, namely The Finance Committee, Town Planning Committee, Social Service Committee, Councillors Ethics Committee and HIV and AIDS Controlling Committee. All these Committees conclude their resolutions through Full Council for decision making. The Finance Committee conducts its meeting monthly while the other 4 committees meet on quarterly basis. The Full Council also meets quarterly. The meeting level is attained at 100 percent. Seating allowances are paid fully to every meeting conducted in this regard. Management of these meetings is still a challenge. The Council and Committee members take long time in the sessions discussing matters without much adherence to Councillors" Standing

Regulations. These regulations are established to guide their discussion procedures.

At the Lower Level Government, The Ward Development Committees conduct meetings on quarterly basis. The 18 Wards manage to meet as per schedule.

At the Mitaa and Village levels the Village Committees and Mitaa Councils require to meet monthly. The implementation of these meetings schedule ranges to 43 percent. Also the Village and Mitaa Assemblies are to be conducted on quarterly basis. The available minutes indicate that the implementation of the required standard ranges between 38 to 41 percent. Community members do not realize needs to participate fully in decision making bodies. This is noted through attendance that ranges to 45% attendance. Community members need to be educated on the importance of fully participating in the decision making on matters pertaining their development.

(ii) Centers for Service Provision - Office buildings

Decent office building is one of the factors that are considered to cater for good Administrative services. The Council Headquarters Administration Block suffers a lot of cracks and nearly appears to be obsolete. Immediate deliberate measures need to be taken to solicit funds to construct the new building. The owners of the new proposed building site are to be compensated in time to allow the Councils legal possession of the land as an essential step in the project implementation processes. At the Lower Level Government, Every Ward, Village and Mtaa require to have own an office to provide administrative services to the community in the area of jurisdiction. Currently 12 and only 38 Villages and Mitaa possess government offices to facilitate conducting their daily official activities. Community members are to be sensitized to construct office buildings in their areas as they have land, local materials and manpower.

Council flags are one of the emblems that identify the presence of the Local Government machinery at particular area. In all Ward, Village and Mtaa levels, no any office that bares a Council flag. It is important to ensure availability of the Council flag to every office that provides government administrative services. It is also be note that all the office buildings and four residential houses are currently not in an attractive looking. It is important to undertake regular repair and **Maintenances of the present buildings based on the own source revenue in an attempt to sustain the standard of the available buildings**

(iii) Vehicle Services

The on road 17 Council vehicles are not serviced in time. In other incidences they are not insured timely. This increases chances to ease defects and increase unnecessary costs in case of any accident. An example is when the Health Centre ambulance got an accident in 2016 while the insurance had expired. It costed the Council Tshs 7,900,000 to cover the repair expenses, a function of the insurance. On office utilities the Council spends much units on electricity, water, phones/fax and internet services. It mostly suffers the consequences of failure to pay the billed charges. It experiences regular cuts of power, water telephone and internet services. For example, currently The Council owes the Tanzania Power supply Company Tshs 25,000,000. With regard to Security Services the Government directives state that Councils are to contract Security Companies to provide security services. Based on this, the Government authority in charge in the approval of employment permit stopped to give priority to Security Guards cadre hence stoppage of the Security Guards Recruitment. The Council therefore responded through attempt to contract two Security companies namely, Salu Security Services and Alliance Day and Night Security Guard to assume security functions. The contracts were terminated shortly from the reason of incapacity to pay the contracted amount. The payments ranged to average of Tshs 3,190,000 to each company. Until the termination of the contract owes Salu Security Services 25,230,000. Alliance Day and Night Security Guard 23,169,000.

Impact The council is in danger to lose direction on the security field. The method of contracting individual militia is currently applied on monthly basis. The District Militia Advisor is initially consulted for the recruiting purpose. The Council's verification of individual militia finalizes the process toward contractual employment. The Contracted Militia however, do not guarantee security of the Council buildings and other service areas, namely Administration Block, Sokoine Health Centre, Misuna Bus Stand and Onion Market. The doubt arises from the fact that some of them terminate contract due to reason of not paid in time. In reality they are paid Tshs 180,000/=. According to minimum Government wage policy, this is under paid against the amount set Tshs 300,000/=

(iv)Customer Care - Grievances handling

Complaint is an indicator of dissatisfaction either in the governance processes or service delivery. A good established grievances handling mechanism will reduce levels of dissatisfaction to the community members, hence peace and harmony for attaining sustainable development. The Council has placed Suggestion box at the Council Headquarters and directed Lower Level Government to have Suggestion box and educate community members on the use of these instruments. It is unfortunate the response of placing the required Suggestion box is very minimal. Only 4 Wards have placed the suggestion boxes and not in full operation. Every level has its own register for recording complaints received and handled. Most of the community members are not aware of the use of the placed suggestion boxes, but others have no trust to those mandated to handle the submitted opinions or suggestions. A Desk Officer has been appointed at the Council level to coordinate all grievances matters. Awareness creation to community members is needed for them to understand rational procedures to claim their rights in all fields of lives. At the same time need to be educated to fulfill their obligations to the government.

(v)Personnel Management; Recruitment Requirements

The Council establishment requires 2,224 staff for implementing the Council plans. The actual strength counts 1,606 employees. According to 2017/2018 budget, a shortage of 618 of different cadre was identified that need to be filled through recruitment in different cadres. The filling of the identified gaps depends on the Central Government response in issuing the recruitment permit as per required number in time. A number of 12 non teaching staff are on the list awaiting to be confirmed in their respective posts. The permit is being awaited for to effect promotions for they have met all requirements to qualify for the promotions. Personal Emolument and Budget for 2017/2018 set to pay 1,606 employees amount of Tshs per annum 18,608,395,200. Also the number of 618 employees to be recruited was calculated to be paid Tshs 4,237,728,000 per annum if employed.

The amount is expected to rise if the Government increases the employees salaries. On Human Capital Management Information System Status, the Human Capital Management information System (Lawson Version 9) is active. The Personal and Salary data are kept intact. Management of data cleaning is on progress. Job Code area has been cleared to the level of 95%. Employees with age discrepancy are almost cleared. Also employees with initial names to be corrected were cleared during the inspection and removal of ghost workers in the Government payroll. Special room for running the system is not conducive. The need to allocate the required room stands.

(vi) Appraising performance

Appraising performance: The Council sets to evaluate its performance through the use of Open Performance Review Appraisal tool. A total of 1,572 employees (leaving 34 employees attending different courses) entered the performance contract with the employer. The midyear review revealed that 1,534 performed in an average standard. This number carried 97.6 percent. Also the 22 employees were the excellent performers (1.4 percent) and 16 employees were the worst performers (1.0 percent). The last results lead to set investigation to understand the cause of poor performance in order to come up with attracting results in the Annual evaluation. A general observation indicated that timely release of funds is highly demanded to implement the established goals and objectives.

(vii) Training, Motivation and Occupational Health and Safety

Training intends to narrow the gap between Human Resources performance capabilities and performance demands for better service delivery. In line with this consideration, 34 employees are attending various courses for the purpose of increasing performance at work. The council already conducted in house training to all Heads of departments and Sections and others 24 middle and lower level cadres on combating corruption. The training also involved 26 Councilors. The Council also expects to train Village and Mitaa chairpersons and Village and Mitaa executives on how to properly handle their functions in serving the communities.

The Capacity Building Grant serves the training purposes complemented with the Own Source fund. However the budgetary constraints do not give room to implement the Capacity Building Plan extracted from the Capacity Needs Assessment. The Council experiences limited resources to develop skills of its staff. The Council has to increase the budget in an attempt to cover the training needs. However, self-sponsorship and other sources of funds support the programme in short and long courses.

Incentive scheme is intended to raise workers morale in performing their duties and functions. In this spirit, the Council initiated the May Day award programme. The Council in year 2016/2017 awarded 12 for recognition of their outstanding and above average performance. However methods applied in selection of the best worker, through co-workers vote, others appointed and confirmed by the selected team from Council Management leave some complaints and dissatisfaction among staff. Housing and transport are however aspects that need special attention from the fact that are not in place. Council employees have been strived to perform their functions in adherence to rules and regulations in observance of code of ethics and conduct. Corruption in some instance is suspected to hampers proper service delivery.

In the past 5 years the council hurricane appeared once caused loss in 3 Wards. Management capacity of the disaster consequences was of low level due to the absence of Disaster Committee.

(viii) Transfer, Termination of Service and Superannuation benefits

Transfer intends to enhance performance at the organization and individual levels. Currently, transfer is not affected due to inadequate funds to implement the exercise. When transfers are affected, they raise debts and therefore prolonged claims. Sufficient funds need to be allocated in the budget for successful implementation. Natural attrition is inevitable aspect in any organization. The Singida Municipal Council experiences this phenomenon as well. A challenge of timely payments to the concerned employees faces the Council. It is suggested the Human Resources comprehensive plan should be in place for proper forecasting hence proper early preparations for payments.

2.2.1.1 Issues of major concern

The department is facing different issues of major concern which should be addressed to improve its need of having high performance. The existing issue of major concern includes:

Lack of special training, due to the changes of working environment in terms of technology, employees should be frequently trained.

Corruption is a national-wide problem, so awareness is needed to employees so as to eradicate corruption practices. The municipal have lack of sufficient information concerning National Anti-corruption Strategy. Some of the Council employees are suspected to be involved in corruption practices in providing services.

Lack of good governance in which is important for the smooth execution of day to day activities. The municipal have low awareness creation on good governance principles and its practicability. To practice some of the good governance principal, it was advised that all wards must have suggestion box, to date, only 4 wards out 18 wards have placed the suggestion boxes and not in full operation. Employees complaints on the methods of obtaining good performer and that may be the procedure for selection are not followed, 26 Councilors do not observe Councilors" standing orders when conducting Council's meetings. 72 Mitaa and Village Chair persons are not paid timely. And if paid they are underpaid. In the 2016/2017 Budget 43,200,000 Tshs was allocated to pay 50,000 Tshs. to each chairperson in per month to date they are still paid the old amount of 10,000. This situation demoralize the working performance of the mentioned group. Mis-uses of the allocated funds is the issue of major concern in the municipal council,

There is a shortage of human resources, inadequate working facilities (unreliable transport facilities, office accommodation, computers, office furniture), inadequate HIV/AIDS workplace intervention, inadequate budget allocation for training and awareness creation of HIV issue,

Others issues of major concerns from the department are; Workers welfare: Accommodation; Lack of 15 residential houses for employees and therefore rent houses at higher house rent: Lack of 3 security guard services and tools to protect the council's properties. Delay in Payment of 10 Contract employees, In 2016/2017 budget Tshs. 41,000,000 was allocated to pay the named group but they are not paid. 8 Casual Laborers allocated 8,000,000 Tshs, in the budget are not paid in time. Others are: Special room for HCMIS is highly needed. There are partial submission or not submitted at all of Social Security contributions to 18 employees and if submitted not in time. The Council is now owed Tshs 35,000,000 due to the delay or not submitting social security contributions. Open Performance Review and Appraisal Forms not properly filed. Poor working environment at the Higher Level Government (HLG) and Lower Level Government (LLG). Absence of 1 Administration Block, Improper filing record keeping, Absence of 1 record centre/Archive, Inadequate level of beautified Council surroundings, Debts of 35 Employees in relation to transfer, leave, travel for treatment and salaries arrears and training expenses. Limited resources to develop skills of 35 staff on different field. Also the municipal council has little capacity to control disaster (Disaster Management)

2.2.2 Planning Statistics Monitoring and Evaluation

Planning, statistics, monitoring and evaluation is responsible on: sectoral policy interpretations, planning and budgeting, monitoring and evaluation , data collection, organization and interpretation, this is the department that have advisory function on economic issues to the Council as have the function of Reporting all issues related to planning, implementation, monitoring and evaluation of development issues in the council.

(i) Sectoral Policy Interpretation

In implementing various activities the Municipal Council is guided with different guidelines and circulars require interpretations before use. Departments interpret development policies for smooth running of activities. Interpretation of sectoral policies is done under 13 departments and 6 units which include:

- Livestock and Fisheries Development Department,
- Secondary Education Department,
- Primary Education Department,

- Planning, Statistics, Monitoring and Evaluation Department,

- Community Development and Social Welfare Department,
- Finance and Trade Department,

- Administration and Human Resource Department,

- Town planning Department,
- Health Department,

- Environment Conservation and Solid Waste Management Department,
- Water and Sanitation Department,
- Works Department, Procurement Management Unit,

- ICT and Public Relation Unit,
- Legal Unit
- Beekeeping Section,
- Internal Audit Unit,
- Election Unit.

Among of the policies that its interpretation has been done in effective way are Education policy, Health policy, Agriculture policy and Livestock and Fisheries policy. Other development policies their interpretation is somewhat difficult. However, the department also interprets guidelines (e.g. budget guidelines, projects implementation guidelines e.g Opportunity and Obstacle to Development (O&OD), Local Government Development Grant (LGDG), ruling part manifesto) besides that regulations and circulars are other important documents that requires a clear interpretation. Interpretations of policies, guidelines, regulations and circulars require knowledgeable and skilled personnel to both low level government and High level Government; Municipal Council has inadequate knowledge and skilled personnel to perform these tasks. Formulations of policies need participatory for its effective use. The involvement of the community is not done and if done then is at minimal level.

(ii) Planning and budgeting

Planning Department plays a big role of coordination in attaining the council objectives. The council planning and budgeting starts from low level (villages, Streets and wards). All low levels participate in planning and budgeting through O&OD that is to say 19 villages, 53 streets and 18 wards are full involved. The O&OD exercise needs skilled manpower, financial, transport facilities and other necessary resources. The community is the sole in initiating projects priorities, contribute both monetary and manpower, supervising and operate the implemented projects.

On the other hand LGA level planning and budgeting process is done using Planning and Reporting system (Plan-Rep). Each department and unit plans and budgets using this tool. Some staffs are unfamiliar with the planning and reporting system (Plan-Rep) this situation hinders the effective planning process. For three consecutive years, the municipal have been receiving almost 85% of the approved budget

Table 1: Trend of budgets for three consecutive years 2013/14 – 2015/16

	Year 2013/14	Year 2014/15	Year 2015/16
Approved budget	18,967,103,416.00	23,141,197,498.52	30,199,108,249.00
Actual Received	16,410,498,629.79	19,792,678,447.09	27,712,120,787.65

Source: Singida Municipal Council, MTEF, (2016)

(iii) Monitoring and Evaluation

The department among other functions coordinates the implementations of various development projects. Among of the projects includes construction of Secondary schools laboratories, Primary and Secondary Schools Classroom, teachers houses, latrines, dispensaries (4), rehabilitation of health centre, dispensaries, classrooms and latrines, construction of roads, mini bus stand, bus terminal, The department monitors and evaluates all the planned activities undertaken at the community and Council level. It was supposed to be done daily, but it has not been done in effective way as it is in the framework and therefore, only done twice in a quarter because of insufficient budget.

The other factor that hinder monitoring and evaluation in the municipal is poor knowledge of principles of monitoring and supervision to the personnel who are working in lower levels.

(iv) Data collection, organization and interpretation

Planning and budgeting requires the use of accurate, correct and consistent data. The department among other functions it collects, organizing and interpret data for the advice in various uses such as planning and budgeting as a base of service delivery, projections to mention just a few. Data collections also involve various departments and stake holders to fulfill the objective. Singida Municipal have 53 Mitaa, 19 villages, 18 Wards, 13 departments and 6 section, the issue of accurate, correct and consistent data has been a problem in all lower level of government throughout to higher level of Municipal. The problem is caused by absence of integrated data management system. Currently the municipal has seven operating systems namely:

- Land Rate Management system(LRMS),
- Basic Education Management System(BEMIS),
- Primary Record Manager(PReM),
- Human Capital Management Information System(HCMIS),
- Local Government Revenue Collection Information system(LGRCIS),
- Government of Tanzania Hospital Management Information System (GoT-HoMIS),
- Agricultural Routine Data System (ARDS).

Insufficient budget allocated on data management has contributed to an ineffective use of accurate, correct and consistent data, hence in order to improve this, more budgets should be committed to data management which could help to conduct training and manage data in an effective way to all 109 levels of administrative.

(v) Advisor of economic issues to the Council

Department has the function of advising the municipal on economic issues, that include identification of new sources of income, project implementations that improves infrastructure for better service delivery improve the economic wellbeing of the people, negotiate with various investors to invest in different areas such as Abattoir, wind power and solar power

To improve the economic status of the municipal the department has advised the municipal to rehabilitate some sources of income which included the construction of modern bus terminal, mini bus stand, ukombozi market and an onion market. Revenue is expected to increase for the next five years to come shown on table 2 below:

Table 2: Projection of Revenue collection in the municipal for next five years 2016/2017 – 2021/2022

Source of income	Current Status 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20	Projected 2021/21	Projected 2021/22
Bus Terminal	376,535,000	525,769,000	719,089,000	721,451,000	754,679,000	888,839,000
Mini Bus stand	9,600,000	9,984,000	10,383,360	11,006,362	11,666,743	12,366,748
Ukombozi Market	10,288,800	10,700,352	11,128,366	11,796,068	12,503,832	13,254,062
Onion Market	205,400,000	213,616,000	222,160,640	235,490,278	249,619,695	264,596,877

Source: Singida Municipal Council, Revenue Section (2016)

The municipal is expecting to establish new sources of income which include construction of two markets at Utemini and Mitunduruni. Implementation of various projects depends much on different stakeholders including politicians. Some stakeholders and politicians have their own interests on the implementation of the projects. The investment areas and current situation are shown on table 3 below.

Table 3: Area for Investment in the Municipal council

N o	Sector	Place of Investment (Location and Size)	Situation	Remarks
1	Trade	Located in Old Bus stand at Majengo Ward Coverage size 10,989 M ² Owned by Municipal council with occupancy right of 99 years	Feasibility study has been done. It indicates the proposed Investment, estimates of the cost, return and	Council is seeking Investment partnership with private sectors and/or public institutions own operate.

N o	Sector	Place of Investment (Location and Size)	Situation	Remarks
	Trade		payback period of the Investment The area is open for investors to take over	Economically viable with 100% promising features to deliver profit and benefits to investor, government and citizens.
		Located at new bus Terminal at Misuna ward, Owned by Municipal Council with the right of Occupancy of 99 years	Feasibility study has been done for the construction of the Commercial and Terminal building. The estimates for the cost and return period has been established	Council is seeking Investment partnership with private sectors and/or public institutions. Economically viable
2	Trade	Located at Singida Central Market, at the center of the town, Ipembe ward Coverage size 27,808 M ²	Feasibility study has been done with analysis of New Modern Market investment Cost of investment, return and payback period estimated on the study	Demand for market with modern infrastructure and capacity of carrying over 638 business men and customers drive to seek investors due to the highest cost of investment

3	Urban Planning and Land Management	Residential area, Located in town along Arusha road near by TRA offices CBD with hector 1,118.9	Municipal total Population 150,379 censor of 2012 with population growth rate of 2.8% 75% population rely on rent houses	Economic growth and population growth create high demand of residential areas and apartments Emerging of new business firms, new organizations which hire large number of staffs are indicators of social economic changes
4	Urban Planning and Land Management	Parking Areas 1 st Located at the town along Dodoma Road 2 nd Located kititimo along Arusha Road 3 rd Located nearby weigh along Mwanza road	All areas are in Municipal Urban Planning Programme to be implemented Municipal Council is continuing with fund solicitation and investors enticement	Rapid growth of the town associate direct with proper urban planning which include parking areas for convenient revenue collection shows potential worth investment

N o	Sector	Place of Investment (Location and Size)	Situation	Remarks
				conductive and cool place for Hotel investments
5	Urban Planning and Land Management	<p>Singidani Lake Shore Area is located at the Mangwanjuki in side of lake Singidani</p> <p>Kindai Lake Shore Area is located at the shore of Lake Kindai Hector 96.8</p>	<p>These areas are suitable for Tourism</p> <p>Hotel Constructions Kids playing places and adult outing places for rest, relaxations and having fun Recreational in nature</p>	<p>These areas require high investment capital therefore Municipal Council seek partnerships with private sector to develop these places especially own operate investors</p>
6	Urban Planning and Land Management	<p>Construction of Business Center Area is Located at Mandewa Coverage size 20,000 M²</p>	<p>Area is open now for Business Center investment purpose in the context of Urban planning There are cost of compensation s required</p>	<p>Council seek Investment partnership with private sectors and public institutions own operate, jointly or any other form Area is feasible, economical Viable and profit generating</p>

N o	Sector	Place of Investment (Location and Size)	Situation	Remarks
7	Livestock	Construction of Modern Abattoir Construction of Skin and Hides Industry Area Located at Ng'aida within the Singida Municipal Industrial area Coverage size of 24,570 M ²	Feasibility study has been done on this area Environmental friendly for proposed investments Compensations already done Abattoir is in design stage	A Huge number of livestock's from Singida and nearby regions transported long distance to Ruvuma and Dodoma to find abattoir with modern facilities. Investing in this area is the economic opportunity to feed this certain market demand
8	Livestock	Construction of Ukombozi Market for poultry slaughtering Area Located at ukombozi, Ipembe ward	Project Write up is on progress	Investment on Poultry slaughtering will strengthening livestock sector Value added to Poultry will raise internal and foreign market Will raise internal Revenue and

N o	Sector	Place of Investment (Location and Size)	Situation	Remarks
	Livestock			technological advancement
9	Agriculture	Construction of Modern Onion Market Located at Misuna ward Coverage area 16,200 M ²	Concept paper write up is on progress business people working in this area It lacks market facilities for favorable market activities	It is the source of Council revenue hence investment will increase the revenue collections Investment will improve business condition It characterized with high frequency business circulation the payback period for investor will be short

No	Sector	Place of Investment (Location and Size)	Situation	Remarks
10	Agriculture	Horticultural Irrigation Production Areas Mungumaji, Mandewa, Mtamaa, Uhamaka, Kisasida Coverage size 292 Ha Agriculture Oxinization center Area located at Mwankoko,	Water table areas researched and identified Short bore holes/well-constructed at Mandewa Center is operated under minimum efficiency due to local facilities	These areas require high investment capital therefore Municipal Council seek partnerships with private sector to develop these places Investments will improve Horticultural irrigation and will provide technological advanced facilities for Oxinization center
11	Energy	Mungumaji, Unyambwa, Kisiaki, Unyamikumbi Coverage size Hectar 2,835 Mtipa and Unyinga Coverage Hectar 1,322	The area is suitable wind electric generation	These areas require high investment capital therefore Municipal Council seek partnerships with private sector to develop these places

Source: Singida Municipal Council, (2017)

(vi) Reporting

The department has the role of coordinating and consolidating preparation of quarterly and annual reports (CFR, CDR), progress report (TASAF, LGDG, Dev. Grants, MMAM and SEDP), monthly reports, CCM party Manifesto report, Operational and Maintenance reports, Action plan, talking notes, and directives from higher authorities in accordance with National Standards. The department has been reporting to the respective authorities accordingly despite of the delays of some reports. Plan-Rep is among of the systems used in reporting, unfortunately the system is used only on planning reason behind is the lack of skill on the other part of the reporting system (Plan-Rep). Despite of the fore mentioned functions, the department also coordinates some of the activities on strengthening staff from departments and units, Ward Development Committee , Civil Society Organizations, Heads of Departments, retooling on office working equipment's like (computers, projectors, camera, photocopy machines, tables, chairs for Council meeting hall), induction course to new hires, Wards Executive Officers, Mtaa Executive Officers, Village Executive Officers, Committee Clerks and members of land tribunal on land Acts.

The department also coordinates and supervises various projects implemented in each ward, mitaa and villages through facilitation of fund from Constituent Development Catalyst Fund which directed mostly to schools and health infrastructures. Another area which is prominent is youth. Singida Municipal Council has 51 youth groups involving in different areas of production. The production is not done is efficient due to insufficient knowledge and less exposure to technology (ICT) to enhance their productivity, efficiency, standards and markets opportunities to compete with the national and international markets. In order to enhance their productivity, efficiency and standards the youth groups should be empowered to catalyze the morale and market competitive.

2.2.2.1 Issues of Major Concern

Some of the key issues that need to be addressed in this department include; Interpretation of development policies is not done in effective way due to the insufficient resources (financial, manpower). The major issue is formulated policies which need interpretation is not participatory in nature (top-down structure) that leads to misunderstand from their misinterpretation especial to the low level.

In the general planning process there are insufficient resources to facilitate O&OD and insufficient knowledge of community participation in planning and budgeting, un- familiarization to some staff on using Planning and Reporting system (Plan-Rep). Inadequate knowledge about monitoring and evaluation framework, Ineffective use of accurate, correct and consistent data during the planning process. Low level skills on data collection, organizing and interpretation to the lower level government, Insufficient resource to carry out data collections and storage, no viable system of data management system, Political interference in the planning process, and less community willingness to accept establishment of some projects.

2.2.3 Town Planning and Lands

Department of Town Planning and Lands dealing with provision of services to a community in land aspect, to ensure that land resource to be sustainably used to bring development to the entire community. This Department consist four units, namely Town planning, Land survey, Valuation and Land administration. The Town Planning unit is responsible in preparation of various planning including General planning scheme, Detail land use Plan, and Squatter upgrading plan (Regularization)

(i)General Planning Scheme (Master Plan)

Is the blue print for growth and development of Singida Municipality. The General Planning Scheme will guide decisions of the Municipal Council and the planning commission in all aspects of community development and will serve as a tool for Municipal staff in operation of the Municipal Government.

The municipal is in the process of preparing the General Planning the process is at approval stage. The prepared General Planning Scheme determines a new spatial structure for the development of Singida Municipal on the basis of the current situation.

The Current Central Business District (CBD) Situation pushed Comprehensive land use plan to distribute the land according to the uses in which Mixed land use development is proposed in the CBD. Based on this the CBD has increased from 4 wards Ipembe, Mughanga, Majengo and part of Mitunduruni to 7 wards namely; Ipembe, Majengo, Mitunduruni, Mughanga Kindai Utemini and Misuna. In the proposed CBD residential only use has been discouraged. Mixed land uses include some commercial/residential/offices) is encouraged, the main challenge of achieving the goal is the residents who stays in CBD have low income which lead to fail to meet the criteria of developing CBD. In the general planning scheme the municipal is having defined areas for investment as summaries shown in Table 4, information about detailed municipal investment is shown below.

Table 4: Summary of areas for Investment

No.	Opportunities	Area size
1.	Location for manufacturing industries located at Mandewa, Ng'aida, Manga and Unyanga	3,148.8 Ha
2.	Central Business District	111.89 Ha
3.	Area for Hotel plots located at Lake Kindai and Singidani at Mandewa and Kindai wards.	96.8 Ha
4.	Area for Wind farm located at Unyamikumbi ,Unyambwa and Kisaki wards.	2,835 Ha
5.	Area for solar farm located at Mtipa and Unyanga wards	1,322 Ha

Source: Singida Municipal Council, (2017)

In areas designated for manufacturing industries, there is only one area developed and already built with factory of sunflower oil called Mount Meru Limited.

(ii) Detailed land use plan (Town planning drawings)

The Council had managed to prepare a town planning drawings in areas as follows; Manga, Ititi, Mandewa, Mwaja, Manguanjuki, Kimpungua, Mungumaji, Kititimo, Munung"una, Manguamitogho, Unyinga, Mtipa, Kidinkunku, Muhawa as well as Mwamtanda. This town planning drawings contain 12,302 plots of different uses, each Town planning drawings cover 100-500 plots. The aim of preparing these drawings is to control unplanned settlement in the municipal. For the last six years the municipal is not having Project for cadastral surveying(plot survey), the last project was conducted in 2010 where by the Municipal Council of Singida launched a project to survey 1000 plots at Veta, Unyankhae and Kititimo with the main goal of reducing squatting in the Municipal and to accelerate the production of surveyed plots. In this project the council received 600 plots that were sold to community in which one square meter was sold for 1000.00 Tshs. All plots were managed to be sold to the community.

(iii) Housing Situation

Based on 2012 census and the reports from ward secretaries, the municipal have a total of 31,192 housing units. To classify housing situation in the municipal, the municipal has been classified into three category namely, Urban core wards, Peri-urban wards and rural wards;. The urban core has 17,041 housing unit while the peri – urban and villages have 14,151 housing unit. Most houses are privately owned and majorities are built though self-initiatives. Housing construction is among the major sources of employment in new residential development areas. Based on the category, planned housing are mostly found in the urban core wards, namely Ipembe, Majengo, Mughanga, Utemini, Minga, Mitunduruni, Misuna and Kindai. Areas surrounding the urban core wards (Peri-urban areas) there are unplanned settlements (squatters) and rural housing in rural wards these areas includes; Mwankoko,Uhamaka, Mtamaa, Kisaki, Unyambwa, Unyamikumbi, Mungumaji, Mtipa, Unyanga and Mandewa.

Most houses in the urban core areas are built and characterized by permanent materials. In unplanned areas the peri-urban, most houses are also built by permanent materials, however they lack necessary infrastructure services.

In rural wards and some of peri-urban areas, houses are built by semi-permanent materials-soil bricks and galvanized iron sheets for roofing and lack almost all necessary infrastructure services. The permanent houses in Singida have cement floors and well excavated foundations with marble stones, sand cement with blocks, bricks or concrete hard slabs. These are most common in CBD and urban core wards, however in peri-urban wards, few houses have cemented floors. Also foundations in most of houses in peri-urban wards are stones with mud, or are constructed without foundation. The table below shows distribution housing materials for floor and foundation.

Table 5: Distribution Housing Materials for Floor and Foundation

Classification	Cement (%)	Mud (%)	Timber (%)	Tile (%)	Others (%)	Total (%)
Urban core	57.46	41.13	0.00	1.18	0.22	100
Peri-urban	11.33	88.23	0.09	0.22	0.13	100

Source: Singida Municipal Council, (2017)

(iv) Walls

Table 6, shows the distribution of households and main materials used for walls. It is evident that in peri-urban wards the most common building material for walls is mud and poles, where 77.95% of walls made from this material. In the urban areas, 56% of walls are made of cement bricks, with only 38.4% made of mud and poles.

Table 6: Distribution Housing Materials for Walls

Area	Stones (%)	Cement Brick (%)	Burned Brick (%)	Sun dried Brick (%)	Mud & Poles (%)	Others (%)	Total (%)
Urban core	0.44	20.19	37.46	2.26	38.40	1.25	100
Peri-urban	0.5	6.58	3.35	11.02	77.46	1.09	100

Source: Singida Municipal Council, (2017)

(vi) Roofs

The most common roofing material is reported to be corrugated iron sheets, given that a total of 73.25 percent of houses in urban core have roofed with iron sheets while 80.02 percent of peri urban wards have covered with grasses.

Table 7: Distribution Housing Materials for Roof

Area	Iron Sheet (%)	Tiles (%)	Concrete (%)	Asbestos (%)	Grass (%)	Other (%)	Total (%)
Urban core	73.25	1.02	0.45	1.25	24.01	0.02	100
Peri-urban	18.69	0.53	0.0	0.03	80.02	0.16	100

Source: Singida Municipal Council, (2017)

A density of housing varies between wards, with the highest in the urban core wards and lowest in the peri urban wards. Concentration of housing densities is also found along the main roads leading away from Singida Central Business District to peri urban areas.

(vii) Proliferation of unplanned settlements in the municipality

The unplanned settlements in Singida are characterized by residents whose income is insufficient to cover basic needs. Underemployment is rampant and public physical and social infrastructure services are of poor quality or are not available. There is increasing rate of Sub-division of land for sale in unplanned settlement areas thus creating more unplanned settlements within the periphery of the Municipality. These areas include Kindai, Kititimo, Ginnery, Mtamaa, Manga, Uhamaka, Mtipa, Mungumaji, Unyamikumbi, Mwankoko, Unyambwa, Kisaki, Ititi and areas close to museum site. There is ongoing regularization process in the municipal to enhance the property rights and security of tenure, secure land for basic community facilities and infrastructures services and improve the wellbeing of residents in the area. The unplanned settlements of Mnung"una(117.8Ha) with 1445 housing units, Muhawa(16 Ha) with 957 housing units, Ginnery(15ha) with 408 Units are already in the process of regularization.

(viii) Land Administration

The council managed to prepare 1,026 long term right of occupancy and by 2016, Tshs 735,754,539 of Land rent were collected by the council by using Land Rent Management system (LRMS), Municipal received 198 land conflicts and managed to solve 117 land conflicts and the remained 81 conflicts are issues of double allocation whereby the parties are waiting to be compensated.

2.2.3.1 Major issues

Some of the major issues affecting Town Planning and Lands are: the high increase of informal settlement which requires the increase Formalization of (informal) settlements Implementing Integrated Land Management Information System (including Establishment of land bank), is not well done in the municipal and the issue of institutionalizing Land use conflict solving.

2.2.4 Agriculture, Irrigation and Cooperatives

Agriculture, Irrigation and Cooperatives is the one of the department that provides and supervises extension services to the community. The department divided into three subsections which are Agriculture, Irrigation and Cooperatives.

2.2.4.1 Agriculture

Agriculture is an activity mainly based on crop production; about 60% of the households in the Municipality are involved in crop production. Crop production is among the major sources of income generation for many households in the Singida Municipality. The main crops grown in the area include maize, sorghum, finger millet, bulrush millet, groundnuts, sunflower, cassava, sweet potatoes, beans, cowpea, onion and tomato. Crop production is predominant in Peri-urban wards such as Unyambwa, Mwankoko, Mtamaa, Mtipa, Mungumaji, Mandewa, Uhamaka, Kisaki, Unyanga and Unyamikumbi. However, some urban households do also engage in agricultural activities, specifically gardening of horticultural crops. Singida Municipal has an arable land of about 294 km² (29,400 hectares), of which 125km² (12,500 hectares) of the arable land being cultivated, leaving 57% of the arable land uncultivated.

This implies that there is still a potential land for investing in farming. There are two types of crops grown in the area, which are food crops and cash crops.

(i) Major food crops

The climatic condition of Singida Municipality is semi-arid characterized with unreliable rainfall ranging from 600 – 800mm per annum . Thus, favor efficient water utilization crops to be grown in the area. Bulrush millet and sorghum are widely cultivated food crops in the area with average area of 5,560 Ha for Bulrush millet and 3,630 Ha for sorghum respectively. These crops are mainly grown at Mtamaa, Mwankoko, Uhamaka and Mtipa wards, with at least 350 Ha in each ward being under either bulrush millet or sorghum production. Other food crops cultivated in the area include Maize, Cassava, Sweet potatoes and Beans that covers an area of 250 Ha (maize), 510 Ha (cassava), 560Ha (sweet potatoes) and 180Ha (beans).

Table 8: Total area under cultivation of food crops

No.	Food Crops	Year 2015/2016	Year 2016/2017
		Cultivated area (Ha)	Cultivated area (Ha)
1.	Bulrush millet	10,015	4,730
2.	Sorghum	10,250	3,090
3.	Cassava	1,380	460
4.	Sweet potatoes	1,490	505
5.	Maize	130	215
6.	Beans	210	110
Total area		23,475	9,110

Source: Singida Municipal Council, (2017)

Area under cultivation decreased from year 2015/2016 to 2016/2017 due to change of land use from farming to settlements because of the expansion of the town.

The food crop production trend, regarding the cropping season year 2015/2016 and 2016/2017 the total yield for food crops were 20,300 Tons and 17,639 Tons respectively. The table 3 below shows that crop production in 2015/2016 was higher than crop production in 2016/2017, this was due to unreliable even distribution of rainfall.

Table 9: Total production of food crops

No.	Food Crops	Year 2015/2016	Year 2016/2017
		Harvests (Tons)	Expected Harvests (Tons)
1.	Bulrush millet	9,615	8,514
2.	Sorghum	6,930	6,180
3.	Cassava	1,035	1,242
4.	Sweet potatoes	2,120	1,313
5.	Maize	380	258
6.	Beans	220	132
Total yield		20,300	17,639

Source: Singida Municipal Council, (2017)

Crop production in year 2015/2016 is higher than that of year 2016/2017, because of unreliable rainfall distribution and reduction of agricultural land due to expansion of settlement.

(ii) Major cash crops

Singida region is popular in production of sunflower as the major cash crop. The average area under cultivation of sunflower is about 3,420Ha, the leading wards in production of this crop are Mtamaa, Mwankoko, Uhamaka and Mtipa. Finger millet is the next important cash crop grown in the area. The Average area under this crop in a year is estimated to be 540 Ha; the leading ward for production is Unyamikumbi

Table 10: Total area under cultivation of cash crops

No.	Cash Crops	Year 2015/2016	Year 2016/2017
		Cultivated area (Ha)	Cultivated area (Ha)
1.	Sunflower	7,400	1,455
2.	Finger millet	650	300
3.	Cashew nut	05	07
Total area		8,055	1,762

Source: Singida Municipal Council, (2017)

Area under cultivation decreased from year 2015/2016 to 2016/2017 because of unreliable rainfall and expansion of towns due to change use of land from farming area to settlements.

On the cash crop production trend, the total yield for cash crops was 2,547 Tons in 2015/2016 year and 5,480.8 Tons in 2016/2017 year. The table 4 below shows that crop production in 2015/2016 was higher than crop production in 2016/2017, this was because of unreliable even distribution rainfall and use of low improved seeds.

Table 11: Total Production of cash crops

No.	Cash Crops	Year 2015/2016	Year 2016/2017
		Harvests (Tons)	Expected Harvests (Tons)
1.	Sunflower	4,860	2,183
2.	Finger millet	620	360
3.	Cashew nut	0.8	3.5
	Total yield	5,480.8	2,547

Source: Singida Municipal Council, (2017)

Crop production in year 2015/2016 is higher than that of year 2016/2017, because of unreliable rainfall distribution and reduction of agricultural land due to expansion of settlement.

2.2.4.1.1 Crop Productivity

In the Municipality, the crop productivity various depending on the nature of the crop. According to “Mwongozo Kwa Wadau wa Kilimo na Mifugo Mkoa wa Singida, 2006”. Crop productivity of crops are : 1.5-1.8 Tons/Ha for Sorghum, 1.5 – 1.8 Tons/Ha for bulrush, millet, 3.5 – 4 Tons/Ha for cassava, 3.5 – 4 Tons/Ha for sweet potatoes, 0.8 – 1 Tons/Ha for beans, 1.5 – 1.8 Tons/Ha for maize while for cash crops 1 – 1.5 Tons/Ha for sunflower, 1.5 – 1.8 Tons/Ha for finger millet and 0.5 – 1.5 Tons/Ha for cashew nut. Crop productivity for food crops are 1.8 Tons/Ha for bulrush millet, 2 Tons/Ha for sorghum, 2.7 Tons/Ha for cassava, 2.6 Tons/Ha for sweet potatoes, 1.2 Tons/Ha for maize and 1.2 Tons/Ha for beans while cash crops are 1.3 Tons/Ha for sunflower, 1.2 Tons/Ha for finger millet and 0.5 Tons/Ha for cashew nut. The food crop with highest productivity was 2.7 Tons/Ha of cassava and crop with lowest productivity were maize and beans, low productivity occurred because of fungal infections. The cash crop with average productivity of 1.2 Tons/Ha was sunflower and crop with lowest productivity was cashew nut of 0.5

Tons/Ha, low productivity occurred because of most of cashew nut plants are still at first harvesting stage (3 years) as years go up productivity increases under well crop husbandry management.

(i) Agricultural Services Provisions

Provision of Agricultural services in the Municipality is about 75 percent, thus influenced by Agricultural extension staffs in collaborations with Non – Government sectors and other stakeholders such as Agro vet owners. The table below shows services that provided to the farmers.

Table 12: Services provisions

No.	Agricultural extension staffs	Non-government sectors	Agro vet owners
1.	18 extension staffs do provide extension services to the farmers e.g education.	Provision of funds for supporting agricultural groups e.g. Helivectors.	There are 16 Agrovets that Selling agricultural inputs to the farmers such as fertilizers, agricultural equipments, certified seeds.
2.	To expose the farmers in using new technology in agricultural activities such use of power tillers, drought animals as well as tractors There are an oxinazing training center at Mwankoko Ward.	Explosions of farmers to new seeds varieties of crops such as Tomatoes, onions.	

Source: Singida Municipal Council, (2017)

(ii) Storage Facilities

The municipal is having two warehouse buildings with capacity of storing 250 Tons of crops, the warehouses are found in two different Wards, one warehouse is at Mtamaa B Village facilitated under Mtamaa Agriculture Management Cooperative Society (AMCOS) in Mtamaa Ward and another warehouse is at Mwankoko B Village facilitated under Mwankoko Agriculture Management Cooperative Society (AMCOS) in Mwankoko Wards. The purpose of these warehouses is to enable farmers to sell their commodities at reasonable prices, storing and selling the crops through using the warehouse receipt systems.

(iii) Number of Agricultural Personnel in the Municipality

Number of agricultural personnel in the municipality is insufficient compared to the demand. There are 19 Agricultural and cooperative personnel against demand of 51 personnel as shown in the table below. Data indicate, the Municipality had a total of 19 against demand of 51 personnel, which is equivalent to a deficit of 63%. Highest deficit is for cooperative officers, agriculture crop officer, and agriculture field officer, with percent deficit of 86%, 67%, and 64%, respectively.

Table 13: Availability of agricultural personnel in the municipality by 2015

Type of officer	Category	Required	Available	Deficit
Agricultural officers	Agriculture officers	4	3	1(25%)
	Agriculture crop officers	3	1	2(67%)
	Home economics and human nutritionist	2	0	2(100%)
Field officers and Assistant field officers	Agriculture field officers	30	11	19(64%)

	Agromech-technician	2	1	1(50%)
	Agriculture engineer	1	0	0(0%)
	Agriculture irrigation	2	1	1 (50%)
	Cooperative officers	7	1	6(86%)
	Total	51	19	32(63%)

Source: Singida Municipal Council, (2017)

(iv) Market for Agricultural Products

The crop market for the cash crops such as onions and sunflower oil is widely larger compared to the amount of these crops produced in the Municipality, for example an average of about 2,183 Tons/1455 Ha of sunflower is produced per year that cannot satisfy the demand. Such products (onions and sunflower oil) are highly needed to other regions e.g. Dar es salaam, Dodoma, Mwanza, Shinyanga and other countries e.g. Kongo, Burundi and Rwanda. However at Misuna Ward there is an onion market to which it receives onions from different areas including Singida, Moshi region and selling to other people within the country or different countries. Apart from the presences of the market, prices of the food crops and cash crops do fluctuate depending on time. Example, during the period of/ prior after harvesting crops (June, July and September) normally the prices tends to be lower compared to other periods within the year.

Table 14: Market Prices for Food and Cash Crops, 2017

No.	Type of crop	Units (Bag)	January	February	March
1.	Bulrush millet	100 kgs	102,000/=	108,000/=	108,000/=
2.	Sorghum	100 kgs	102,000/=	110,000/=	110,000/=
3.	Maize	100 kgs	102,000/=	108,000/=	108,000/=
4.	Rice	100 kgs	165,000/=	170,000/=	170,000/=
5.	Beans	100 kgs	145,000/=	200,000/=	220,000/=
6.	Potatoes	100 kgs	75,000/=	80,000/=	80,000/=
7.	Finger millet	100 kgs	90,000/=	110,000/=	110,000/=

Source: Singida Municipal Council, (2017)

2.2.4.2 Irrigation

The Municipality has total area of 249 hectares which is potential for irrigation, of which 94.6 hectares (38%) is used, mostly under traditional irrigation. There are four irrigation schemes by which three (3) are traditional irrigation schemes that includes Mandewa irrigation scheme at Mandewa village, Mungumaji irrigation scheme at Mungumaji village and Kisasida irrigation scheme at Kisasida village and one (1) drip irrigation scheme at Kisasida Village. Major crops under irrigation involve the cultivation of horticultural crops such as tomatoes, okra, onions, amaranths and other leafy vegetables.

Table 15: Area under irrigation as at 2016/2017

Type of irrigation	Area (Ha)
Traditional	26
Improved	8
Modern	16
Total	50

Source: Singida Municipal Council, (2017)

Area under cultivation was reduced by 80% due to : inadequate water supply to the irrigation areas, low rainfall, poor infrastructures and low use of Agricultural farm inputs (fertilizers, improved seeds).

2.2.4.3 Cooperative

This is the one of the subsection in Agriculture, Irrigation and Cooperative Department. It involves with emphasizing people to create different cooperatives for the purpose improving their economic status. In the Municipality Cooperative deals with different activities such as:

- (i) Creating, registering and controlling of saving and credit cooperatives include (SACCOS).
- (ii) To explain/brief the law of cooperative to the members.
- (iii) To emphasize community to establish different cooperatives in their society.
- (iv) To emphasize and direct cooperative members to establish development projects
- (v) To facilitate democracy within the cooperatives.
- (vi) To monitor cooperatives by inspecting the ledger books.

Directing cooperative members to engage in development programmes that brings positive economic changes

There are three kinds of cooperatives that are present in the Municipality which are Saving and Credit Cooperatives (SACCOS), Agriculture and Management Cooperative Society (AMCOS) and Bee Keeping Cooperative Society.

Table 16: Types of cooperative members

Type of Cooperative	Number of Cooperative	Number of Cooperative Members			Total Share in TZS.	Total Savings in TZS.
		M	F	Total		
SACCOS	38	684	582	1,266	229,667,600	548,423,886
AMCOS	4	253	198	451	7,165,000	No Savings
Beekeeping Cooperative	1	17	3	20	3,700,000	No Savings

Source: Singida Municipal Council, (2017)

2.2.4 .4 Major issues in agriculture, irrigation and cooperatives

Decrease of productivity of sunflower from 1.5 to 1 Tons/Ha, sorghum from 2 to 1.8 Tons/Ha, tomatoes from 18 to 12Tons/Ha, onions from 15 to 10, cassava from 4 to 2.5Tons/Ha, and sweet potatoes from 4 to 2.5Tons/Ha. There is Improvement of crop value of chains decreases from 50% to 20%. In the municipality there are inadequate number of farmers using agricultural farm inputs and implements by 65% this is accelerated by poor accessing of extension services to farmers which is below 65%. There is increase of outbreak of pests and plant diseases in the municipality by 30%. Other issues include poor exposition of information and technologies to Extension staffs and farmers by 60%. Research and Development Innovations to farmers are lowered by 20%, poor irrigation schemes infrastructures of three (3) traditional irrigation schemes at Kisasida, Mungumaji and Mandewa Villages. Inadequate number of 8 improved warehouses in eight Wards and average capital in SACCOS decreases from Tshs. 20,000,000 to 40,000,000.

2.2.5 Finance and Trade

Finance and trade department is among the Fourteen (14) departments existing in Singida Municipal council and Five (5) units. The functions of Finance and Trade Department are collection of revenue, Control council expenditure, safeguard council properties, Establishment and monitoring internal control, To prepare regular financial reports, Budget control and Financial record keeping as well as promoting entrepreneurship skills development and marketing linkages, development of marketing infrastructure and improvement of regulatory environment for business.

The eighteen wards (18), nineteen villages (19) and fifty three (53) are supposed to participate in revenue collection activities. Since each ward has its own revenue budget to collect. Each level of revenue collection aim to support the overall objective of the council. The annual collection for the year 2016/2017 was below the target by 12% since the Annual budget was Tsh 162,326,650.00 while actual collection for April 2017 was Tsh 143,624,706.00. Out of 18 wards, only 9 wards are doing well in revenue collection, these are urban core wards which includes Ipembe ward, Majengo, Mitunduruni, Mtamaa, Mtipa, Mungumaji, Misuna and Mandewa, peri-urban and rural wards are not doing well in revenue collections

Table 17: Own source revenue collection Vs budget for three financial years

2013/2014			2014/2015			2015/2016		
Budget	Actual collection	%	Budget	Actual collection	%	Budget	Actual collection	%
1,928,308,004.00	1,561,081,602.79	81	2,323,980,074.00	1,883,977,951.82	81	2,986,363,998.00	2,480,790,035.07	83

Source: Singida Municipal Council, (2017)

In spite of the targeted budget the actual collections do not meet the targeted objectives. This is because of reluctant in By law enforcement and tax payers to pay taxes also unrealistic revenue sources and tax payers data. In human resources issues, the department has eight (8) accountants with minimum bachelor degree or equivalent and above qualification and Five (5) accounts assistants with minimum qualification of form four academic certificates, also the department has five (5) trade officers with bachelor degree or equivalent qualification and above.

The department is running shortage of Four (4) accountants, and six (6) accounts assistants

Table 18: Human resource establishment in Finance and Trade department

Post	Requirement	Current employees	Shortage
Head of department	1	1	Nil
Accountant	12	8	4
Account Assistant	11	5	6
Trade officer	7	5	2

Source: Singida Municipal Council, (2017)

(i) Revenue Collection Mechanism and Financial Reports

Currently the Council has 180 point of sales which are used to collect revenue to the following source of revenue; Parking fee, Bus stand fee, market stalls, Abattoir slaughter, Other produces, Magulio fee and Miscellaneous revenue. The department use departmental human resources, ward, village, mitaa personnel and sometimes outsourcing to collect tax. The department provide education to tax payers and sometimes use and advertisement to provide information related to tax to its tax payer. Singida Municipal spent ten percent of revenue collected as motivation to revenue collectors.

In preparation of financial reports for internal and external use the council has been performing well as the users of the reports have been accepting positively. In Six(6) consecutive financial years (2010/2011-2015/2016) the council got unqualified Opinions from the Controller and Auditor General (CAG).

(ii) Internal control

The council has established strong internal control which aimed at safeguarding the council resources such as financial and physical resources. (Proper management of fund received and expenditure as well as assets) has been a matter of concern. In case of Budget control; the execution of Budget has facing various challenges from higher authorities as directed in day to day.

Emergence of extra ordinary activities directed by the government authorities have been the major challenge towards budget control. Although finance department is working at its best level to control council budget in order to achieve its planned objectives. Through Local Government Revenue Collection Information System (LGRCIS), the department has established revenue sources and tax payers" database in order to collect revenue effectively and efficiently to achieve targeted objectives of revenue collection. Despite the effort there is multiplication of invoices of customers, Revenue collection report does not indicate revenue sub – source and that some of revenue sources are not incorporated in LGRCIS such solid waste.

Another challenge is there is no direct link between LGRCIS and EPCOR system. At the same time LGRCIS has been used by the council in issuing bills and acknowledgement of payments so as to avoid misbehaving of some revenue collectors as the Government directed all revenue collection and acknowledgements should be done electronically. In case of payments, all payment process are done through EPICOR system which controlled by Ministry of Regional Administration and Local Government Authorities (through the process means preparation of Local purchase order (LPO), Payment voucher (PV) and printing of cheque).

Generally the main constraints facing finance & trade department can be explained by a combination of factors including; Ministerial Financial policies; Introduction of new polices or revising of the existing often causes negative impact on the Municipality revenue collections. For example the Ministry of finance transferred the authority of collecting property taxes from Local authority to Tanzania revenue authority which affects the revenue budget. Lack of modern technology for the primary sources of data collections; Absence of revenue system that can collect data from all sources of revenue and the tools to effectively analyze tax payers behaviors and develop and implement compliance risk model have affected revenue collection processes.

Rough networks of roads pose some problems on follow-up of revenue collections from the Wards, Mitaa and Villages. This obstacles led to wear and tear on the few vehicles which available for the collection of revenues. Administrative capacity and equipment's are often limited due to fund insufficiency. Lack of international Markets/stalls; sufficient budget is needed to Construct International Markets to compete with other Countries as well as to enhance revenue collection in Municipality. The municipal is having insufficient budget for updating property tax register and valuation of properties after every five years, conducting sensitization on tax payers to avoid political interference on revenue collection, conducting a research on customer/tax payers profile so as differentiate between those tax payers who can pay tax and who cannot pay another challenge is Inadequate staff training and poor performance in key function affecting revenue collection.

(iii) Trade Administration

Trade division is very important as it contributes much on the council revenue collection. The trade division is responsible for revenue collection in Business license, Hotel levy, Transportation fee (Bodaboda and tri-cycle and other businesses). Singida municipal council was has four hundred thousand business taxpayers (400), two hundred hotel levy revenue tax payers(2000), one fifty hundred transportation tax payers(150) and five hundred entrepreneurs tax payers (150) The total contribution of these tax payers to the council own source was two hundred million thirty thousand(237,000,000.00) The department has continued promoting entrepreneurship skills development and market linkages, development of marketing infrastructure and improvement of regulatory environment for business.

During the past five years, the department has managed to assist entrepreneurs to participate at the International Trade Fair (Saba Saba), establishment of new markets, and increase of small industries and provision of business education to entrepreneurs.

However, the department still has inadequate number of qualified staff and lack of database and software to support the whole process of data entries that would have taken care of various activities such as monitoring of trade licenses issued to business man and tax payers. Singida Municipal Council is growing very fast, there are need to have more investments and Market centers in the municipality.

Therefore, there is a need of recruiting adequate qualified staff, establishment of ICT and assist more training to entrepreneurs, identification and establishment of new areas for market to increase business opportunities and accessibility to the market. Creation of conducive environment to new investors is also needed.

(iv) Industrialization

According to President Directive and Party Manifesto there are needs to enhance and empower Industrial sector so that to equip the country into Industrial economy and shift the economic status of the country into middle income state. However in the previous Municipal strategic planning process industrial sector was not included. But due to its important for development of the economy of the country the council has incorporated industrial sector into its new strategic planning. Currently, the municipal has several processing industries as shown in the table below.

Table 19: Processing industries in the municipal

No.	Processing Industry	Total number	Source of raw material	Owner
1.	Sunflower oil milling	25	Local-Agricultural raw materials	Private individuals
2.	Cotton ginnery	1	Local-Agricultural raw materials	Private individuals
3.	Bakeries	4	Local-Agricultural raw materials	Private individuals
4.	Grinding & parking	12	Local-Agricultural raw materials	Private individuals
5.	Rice milling	6	Local-Agricultural raw materials	Private individuals
Total		48		

Source: Singida Municipal Council, (2017)

The raw materials are mainly produce by individual farmers and most of them are at subsistence level, few farmers produce at commercial level. And then the raw materials are sold to private industry owners. Processing industries existing in the Municipal Council they are agricultural in nature as they depend more in agricultural raw materials. The council intends to develop agricultural sector to the community through educating farmers, inviting investors to invest into agriculture by providing conducive environment and invite other stakeholders to support industrial sector within the area. But not only Agricultural industries should exist, but also investors are invited to invest into manufacturing industries due to good geographical location of Singida Municipal Council countrywide.

2.2.5.1 Major issue

Lack of capital; Industrial sector needs initial outlay to invest in industrial sector. However the drawback is lack of capital to invest in industries. Due to this environment investment is low capital investment in Singida. Poor infrastructure; Reliable infrastructure is key factor towards industrial development; currently there are poor road infrastructure in the region which cause transportation of raw materials from farm to the market or industrial area to be difficult, another issue is poor industrial education; education is important in any development, but most of the community within the area has low education level of Industrial development and Low level of technology; technological development can necessitate high investment in the municipality, currently there is law level of that can attract industrial development.

2.2.6 Primary Education

Primary Education Department in Singida Municipal Council like other Council in the country is committed to provide education from Pre-primary, Primary, Post Primary and non formal Education. The department has various functions: collection of data, writing of quarterly and annually report, supervision of the school fund, supervision of school infrastructure, to ensure good performance, to ensure utilization of human resource, to monitor school rehabilitation and maintenance, to ensure implementation of education policy, to conduct seminar on game and sport in primary school, coordinating non formal and adult education, participating in budget preparation, supervision of education for pupils with special needs. to participate in registration of examination candidates, to conduct monitoring and evaluation, to organize and conduct short in service training, to ensure proper utilization of learning and teaching materials.

The Municipal has 54 primary school of which 47 are government owned while 7 school are non-government owned, however there are 2 private schools which are still at infant stage means they have only preprimary classes without standard one to seven. Therefore there are 56 schools of which 54 schools provide both preprimary and primary education. Two schools provide only preprimary education both of them owned by private sector. In preprimary education there are 7,429 pupils in total of which 3,826 are male while female are 3,603. In primary schools there are 34,025 pupils of whom 16,503 are male and 17,522 are female. In primary schools there are 756 teaching staff which constituted by 228 male staff and 571 female staff. In executing its day to day responsibility the department rely on ruling Party manifesto, Education and Training Policy and National Five years Plan. At the same time the National leaders" special speeches are observed.

(i) Infrastructure and Equipment

The department in executing its day to day responsibilities uses various infrastructure and equipment which in one way or the other influence quality of primary education in the council. The municipal has a total of 403 Classrooms' with a ratio of 1:102 out of the required ratio of 1 class room/ 45 pupils. For teacher houses, there are 114 houses with a ratio of 1:6 out of 712 required houses with a ratio of 1:1. On pit latrine for girls, there are a total of 533 pit latrines making a ratio of 1:39 out of 937 required latrines with a required ratio of 1 pit latrine /20 girls. The available pit latrines for boys are 490 making a ratio of 1:41 out of required 697 pit latrines with required ratio of 1 pit latrine /25 boys. Primary school have a total of 12,148 desks making a ratio 1:3.4 out of 13,709 required desks with a required ratio 1 desk /3 pupils. There is shortage some permanent infrastructure which includes: shortage of 325 classrooms which cause congestion of pupils. There is shortage of 598 teacher houses means most of the teachers stay far from the working stations. There is shortage of 1023 pit latrines. However, not all the existing toilets are in good condition. It is only 34 out of 56 schools have improved toilets. This means there is uncomfortable situation among pupils 22 schools. In terms of desks situation is not very bad as the government and the community as whole have made effort to eradicate the shortage.

Table 20: Infrastructures, Equipment and Resources

No.	Items	Required ratio according to the policy	Current situation	Required	Available	Shortage
1	Classrooms	1 class room/ 45 pupils	1:102	728	403	325
2	Teacher houses	1Teacher houses/1 teacher	1:6	712	114	598
3	Pit latrine for girls	1 pit latrine /20 girls	1:39	937	533	415
4	Pit latrine for boys	1 pit latrine /25 boys	1:41	697	490	240

No.	Items	Required ratio according to the policy	Current situation	Required	Available	Shortage
5	Desks	1 desk /3 pupils	1:3.4	13,709	12,148	1561
6	Head teacher's Office			54	53	1
7	Teacher's Office			109	59	50
8	Stores			77	27	50
9	Female Teachers Pits			73	40	33
10	Male Teachers Pits			58	36	22
11	Incinerator			56	23	33
12	Septic tank			37	13	24
13	Water Tank			68	36	32
14	Computer room			57	4	53
15	Counseling room			65	1	64
16	Library			56	4	52
17	Science Kits			240	70	170
18	Mathematical kit			251	58	193
19	Human being skeleton			49	45	3
20	Globe			365	155	210
21	Desktop Computers			1423	27	1396
22	Laptop Computers			113	23	90
23	Smart Phone/Tablets			1244	1	1243
24	Projector			190	16	174
25	Photocopier			108	15	93
26	TV			112	12	100
27	Radio			135	24	111
28	Teachers	1:45	1:54	921	756	165

Source: Singida Municipal Council, (2017)

(ii) Service delivery rate for three consecutive years

In three consecutive years Enrolment rate has increased from 105% in the year 2014 to 123% in the year 2017. In the year 2016 there was alarming Enrollment increase due to introduction of Elimubure. At same period of time there was good promotion rate which increase from 96.5% to 97.2%. Promotion rate relates very much to drop out and repetition rate. Drop out are the pupils who leave away from school before completing the circle while repeaters are those pupils who remain in one class for more than one year. In most cases the main cause of repetition is low performance in study.

Table 21: Performance Rate for Three Consecutive Years

No.	Name of indicator	2014	2015	2016
1	Enrolment rate	105%	95.9%	151%
2	Promotion rate	96.5%	97.6%	97.2%
3	Repetition rate	2.4%	2.5%	2.8%
4	Dropout rate	0.7%	0.8%	0.5%
5	Standard 4 pass rate	85.15%	90.87%	93%
6	Standard 7 pass rate	65.3%	68.41%	72.83%
7	Completion rate	77%	79%	68%
8	Transition rate from primary to secondary schools	65.3%	68.4%	75.4%

Source: Singida Municipal Council, (2017)

(iii) Special Need Education

The Municipal has 1 special primary school which deal with hearing impairment (Tumaini viziwi) and 3 special Education sections in 3 deferent primary schools. The schools with special needs sections are Unyankindi and Somoku primary schools which deal with mental impairment. Another school is Ipembe primary school which has Special need section for vision and mental impairment. Pupils in these special needs sections are divided in four categories as shown below.

Table 22: Special Needs Education

Na.	Name of school	Type of special need	Number of pupils		
			Male	Female	Total
1.	Tumaini viziwi	Hearing impairment	34	29	63
2.	Ipembe	Vision impairment and Mental impairment	23	24	47
3.	Somoku	Mental impairment	6	10	16
4.	Unyankindi	Mental impairment	12	13	25
Total			75	76	151

Source: Singida Municipal Council, (2017)

(iv) Adult and Non Formal Education

The municipal also proved and coordinate adult and non formal education to various groups. Targeted groups in adult education are of two categories which are functional education (3Rs) and continue education means any additional studies after completing either 3Rs or any stage in formal Education. For the time being there are only 2 centers which providing 3Rs studies although every primary school is a center of adult education. To have only two active adult education centers out of 47 existing government owned primary schools is a problem. For a long time evaluation on literacy rate has not taken place due to the fact that none has funded the program. Hence the current literacy rate is unknown. About non formal education in Municipal there are 8 active Complementary Basic Education in Tanzania (COBET) centers which proved Primary Education to school aged children who were out of school. The active COBET centers for the time being are shown in the table below.

Table 23: Active Cobet Centers and Existing Participants

No.	Name of cobet center	Cohort one			Cohort two		
		Male	Female	Total	Male	Female	Total
1	Ukombozi	22	29	51	0	0	0
2	Kindai	13	9	22	16	10	26
3	Somoku	7	4	11	8	4	12
4	Mwankoko	31	21	52	0	0	0
5	Singidani	10	8	18	2	0	2
6	Uhamaka	7	8	15	0	0	0
7	Minga	2	1	3	0	0	0
8	Unyakumi	3	1	4	3	2	5
Total		95	81	176	29	16	45

Source: Singida Municipal Council, (2017)

(v) Information Communication Technology in Primary Schools

It has been instructed by the 2015 Ruling Party manifesto to insure connection of some of primary schools to National fiber Optic for the purpose of improving learning and teaching process. In the Singida municipal to date there is non of primary school connected to the National fiber Optic but four primary school (Nyerere, Ukombozi, Ipembe, and Tumaini Viziwi) have been provided with internet network system.

(vi) Ward Education Coordination

The Singida Municipal council has 18 Ward Education Coordinators (WECs) for 18 existing administrative wards. Their responsibility is general supervision of education activities at ward level. They supervise pre-primary, primary, secondary and non formal education. They under ward Executive officer (WEO) who is overall in charge of government matters in award. However most of them have no proper offices. They either share a room with WEO who has a lot of customers or having an office in one of his primary schools. To share an office with WEO is somehow cumbersome as some time he/she has to go out to give room for privacy issues. In primary schools some time he/she fail to exercise his/her powers as one who is to be supervised is also the host or sponsor.

(vi) School Management

The Singida Municipal council has 47 public primary schools. All of the schools have formed new school committees in the year 2017. It is assumed that the committees will manage the available school resources in proper way hence performance improved. However regular training to the community is necessary to insure proper working of the committees. The department is having major issues which includes; Acute overcrowded of pupils in some of primary schools; for example Nyerere, Ukombozi, Minga and Misuna. shortage of 325 class rooms, shortage of 598 teacher houses for teachers, shortage of 165 teachers ,Shortage of 38 playing grounds, shortage of pit latrines and sanitation facilities , lack of hand washing facilities in 24 primary schools, lack of funds to support Adult and Non Formal Education, Lack of actual statistics of literacy rate in the Municipal, lack of electricity in 33 primary schools, lack of ICT services in 43 primary schools, Shortage of 1561 pupils desks, Poor infrastructure in 4 special needs sections, poor participation of cultural groups in socio economic services, poor contribution of sports and game to municipal socio economic development, lack of ICT facilities in 43 primary schools and lack of school committees commitment.

2.2.7 Secondary Education

Secondary education department is one of the departments in the council. According to the Education and Training Policy (ETP) of 2014, the department is eligible to perform the following functions: To enforce and supervise the implementation of the Education and Training policy, to promote students' achievement and preparation for global competitiveness by fostering educational excellence, to improve access to secondary education to all children and maintain their retention, to improve teaching and learning environment, to improve customer care in provision of education services, to assure availability of in-service training (capacity building) for teachers and non-teaching staff, to raise community's awareness on cost sharing programs for education of their children.

(i) Students Enrolment and School Infrastructures

Singida Municipal Council has a total of 23 secondary schools out of which 17 are owned by the government and 6 are private schools. Total number of students is 8,242 among them boys are 4,412 and 3,830 girls. Moreover, the government schools have 3,631 boys and 3,210 girls which make a total of 6,841 students. In Private schools there are 781 boys and 620 girls amounting to 1401. Enrollment of selected Form 1 in Government schools, the first year of O- Level education, increased from 1,389 (65.52%) in 2015 to 1,869 (88.16%) in 2017. Additionally, in the year 2017 all 2,120 students selected to join Public secondary education had access to that education.

Enrollment of form 1, has increased by 480 (36.63%) from the years 2015 to 2017 because of free education program introduced by the government. In addition, the Free Education program encouraged students' attendance at form two to three. However, the programme has not favored form four students, perhaps due to existing policy that form four class (national examination class) are not allowed to re-enroll new comers (the drop out). The Free Education Program does not favor A-Level students, as the result the enrollment in form 5 has decreased by 14 (2.79%).

Table 24: Form Four Student Drop Out 2015 Versus 2016

Year	Registered for national exams	Sate for national exams	Drop out	% Drop out
2015	2,682	2,097	585	21.81%
2016	2,309	2,190	119	5.15%

Source: Singida Municipal Council, (2017)

Free Education program reduced students drop out and increased enrollment. Dropout rate to form four students, for example, is reduced from 585 (21.81%) in 2015 to 119 (5.15%) in 2016.

(ii) School Infrastructures

Increases in enrolment are matched with improvements in school infrastructure. 8 new classrooms have been built and 2 new schools constructed. Currently, the department does not experience shortage of classrooms nor desks. However, there are acute shortages of latrines, teachers' houses, Administration blocks and Libraries. A total number of 40(78.43%) laboratories are still at completion stages (furniture, water and gas systems), 4(7.84%) are not yet constructed and only 7(13.73%) completed (Table 26).

(iii) School Performance

Some strategies have been established in assuring improvement of school performance. First, accessibility to secondary education; two more O-level secondary schools are under construction while one school is expanded from O- Level through A-Level. Second, a total of 239(53%) teachers in 2015/2016 attended short and long in-service training for improving their pedagogy. In this case, Performance of form four and form six students increase gradually. For example, in 2012 Form four students were passed by 34.4%, but in 2013, the pass mark has increased to 45.9%. In 2014 Form four students passed by 66.8%, while in 2015 the pass rate increased to 73%. However, in 2016 the pass mark reduced to 69%. This decrease of pass mark will be corrected in form four 2017 results since the department expects the pass mark to be at 80%. Besides, performance of form six students increased from 84.3% in 2013 to 95.4% in 2014 and students passed form six in 2015 were 97.6%. This is the evidence that we shall achieve the National pass mark of 90% by O-Level students and 100% by A- Level students by the year 2020. In implementation of the ETP and other guidelines, students pregnancy rate has reduced from 23 (0.07%) in March, 2015 to 13 (0.04%) by March, 2017. This reduction is the results of counseling and guidance services provided by all levels of education from the Municipal to school level. Parents have also sensitized to cost sharing spirit. For example, a total of 7 out of 16 day schools have school feeding program facilitated by parents' contributions.

(iv) Availability of Teachers and Books

In reference to a total of 6,841 students, the department has a total number of 453 teachers among them 93 are Science and Mathematics teachers and 360 are Arts. The teacher student ratio has increased from 1: 16 in 2015 to 1: 15 in 2017. There are 144 Arts teachers exceeding the Departments requirement. However, Municipal has acute shortage of 67 (41.88%) for Mathematics and science teachers. Since 2015, the central government has taken the responsibility of providing of text books. In this regards, the total number of 9,192 books has been received to date. Recently, the student – book ratio in Mathematics science has improved from 1: 3 in 2015 to 1:2 in 2017 although the ratio in Arts subject remained 1:12 which indicate that more Arts books are needed. We strive to achieve the target laid by the policy (ETP) that requires student book ratio to be 1:1 in all classes.

(v) School Management

The most notable functions of school boards are to closely manage fiscal, physical and human resources for quality provision of education. According to the Act there should be not less than four Board meetings each year. In our case, all 23 secondary schools in the Municipal have active school Boards. In this case, the board is responsible directly to its appointment Authority (Region level) and not to the District / Municipal level. The secretary of school board meetings is the Head of school (HOS) who is also responsible to the Municipal Director (MD). HOS is generally the school overseer and the main implementer of day to day school activities in collaboration with other teachers and non-teaching staffs.

2.2.8 Health

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

2.2.8.1 Preventives Services

(i) Vaccination coverage

Vaccination coverage in the Municipality among expectant mothers and under-one year children in the Municipality in 2014- 2015 is shown in Table 25. Vaccination coverage in the Municipality was generally good; however, there was a noticeable declining trend in percent of mothers and children vaccinated relative to target for tetanus toxic (TT2), Diphtheria Pertussis, Tetanus(DPT3/Hb3), Polio zero(OPV3) and Measles in the year 2015 when compared to the year 2014.Challenges facing in vaccination is shortage of health facilities hence we planned for outreach and mobile clinics. Shortage of health staff is also a challenge in achieving the vaccination to the community.

Table 25: Number of expectant mothers and under-one-children vaccinated for various diseases in 2014 - 2015

	Vaccine	2014		2015	
		Targeted number	Number vaccinated	Targeted number	Number vaccinated
TT2 for expectant mothers		5041	4147 (82%)	6440	3950 (61%)
DPT3/Hb3 Vaccinations of under-one children		5041	5569(110%)	6440	6077 (94%)
BCG Vaccinations for under-one Children		5041	10263(204%)	6440	13719 (213%)
OPV3 Vaccinations for under-one children		5041	5529 (110)	6440	6079 (94%)
Measles Vaccination for under one –children		5041	5703 (113%)	6440	6236 (97%)

Source: Singida Municipal Council, (2016)

(ii) Nutritional status of the under-five children

Prevalence of underweight for under-five children born at health facilities, as well as prevalence of malnutrition for under-five children attending clinic in 2014 and 2015 is shown in Table 26. Prevalence of underweight was 2.5% and 3.4% for the year 2014 and 2015, respectively, while prevalence of severely malnourished, severely underweight and severely stunted for fewer than five children attending clinic in 2015 stood at 0.2%, 3.6%, and 0.2%, respectively.

Table 26: Nutritional status of the under-five children in 2014 –2015

Year	Number of children born at health facility	Number of children born at health facility that were underweight	Number of under five children that were attending clinic	Number of under five children that were attending clinic that were severely malnourished	Number of under five children that were attending clinic that were severely underweight	Number of under five children that were attending clinic that were severely stunted
2014	8455	215 (2.5%)	9965	-	-	-
2015	9329	321 (3.4%)	39633	76 (0.2%)	1425 (3.6%)	76 (0.2%)

Source: Singida Municipal Council, (2016)

2.2.8.2 Curative Services

The council has 18 Wards and 19 villages in which 3(17%) Wards have Health Centers with a shortage of 15 (83%) Health Centers and 9 villages (47%) have Dispensaries hence there is a shortage of 10 (53%) dispensaries. The council has total of 21 health facilities, of the total available 13 belong to the government, 6 to the private sector and 2 are voluntary agency facilities. Out of 21 health facilities available 10 health facilities are situated at 7mitaa.

Table 27: Distribution of health facilities by ward 2016

Ward	Dispensary			Health Center			Hospital			All		
	Pub	Private	All	Public	Private	All	Public	Private	All	Public	Private	All
Ipembe	0	1	1	0	1	1	1	0	1	1	2	3
Kindai	0	0	0	0	0	0	0	0	0	0	0	0
Mughanga	0	1	1	0	0	0	0	0	0	0	1	1
Minga	0	0	0	0	0	0	0	0	0	0	0	0
Misuna	0	0	0	1	0	1	0	0	0	1	0	1
Mungumaji	1	0	1	0	0	0	0	0	0	1	0	1
Majengo	0	0	0	0	0	0	0	0	0	0	0	0
Unyambwa	1	0	1	0	0	0	0	0	0	1	0	1
Mwankoko	1	0	1	0	0	0	0	0	0	1	0	1
Unyamikumbi	1	0	1	0	0	0	0	0	0	1	0	1
Mtamaa	1	0	1	0	0	0	0	0	0	1	0	1
Uhamaka	1	0	1	0	0	0	0	0	0	1	0	1
Mandewa	1	1	2	0	1	1	0	0	0	1	2	3
Mitunduruni	0	1	1	0	0	0	0	0	0	0	1	1
Utemini	2	2	4	0	0	0	0	0	0	2	2	4
Mtipa	2	0	2	0	0	0	0	0	0	2	0	2
Kisaki	0	0	0	0	0	0	0	0	0	0	0	0
Unyanga	0	0	0	0	0	0	0	0	0	0	0	0
Total	11	6	17	1	2	3	1	0	1	13	8	21

Source: Singida Municipal Council, (2016)

The council is striving to achieve with the national policy that each ward and each village to have one Health Centre and Dispensary respectively by 2017. By the end of 2016 only 2 dispensaries were under construction, 1 known as Mtisi was under construction by Primary health sector development program (MMAM) and the other known as Ughaughu was under construction by Tanzania Social Action Fund (TASAF).

The council has to put more efforts so that complete the current project and start the new one. Shortage of health facilities affects access to health services therefore contribute to mortality and other disease burdens and is an obstacle to the achievement of National five year development plan.

The council have 18 (32%) staff houses, the required number is 57 houses hence shortage of staff houses is 68% among the available houses six (33%) of the available houses requires minor renovations. During January 2016 the 1st BRN star rating assessment was conducted, 16 health Facilities were assessed, 3 health facilities were not assessed due to the reasons that:-Regional Referral Hospitals were not included in the assessment, but also Uhasibu dispensary and Mzalendo Maternity home by that time was providing only maternal and child health services hence were not meet the criteria for assessment. The results for BRN were as shown in the table below.

Table 28: Health Facilities Star Rating

No.	HF Name	Type	Ownership	Scores
1.	Singida	Hospital	Gov.	Not assessed
2.	Sokoine	H/Centre	Gov.	2
3.	Mtipa	Disp.	Gov.	1
4.	Uhamaka	Disp.	Gov.	1
5.	Mtamaa	Disp.	Gov.	1
6.	Unyamikumbi	Disp.	Gov.	1
7.	Polisi	Disp.	Polisi	2
8.	Mwankoko	Disp.	Gov.	1
9.	Magereza	Disp.	Prisons	1
10.	Uhasibu	Disp.	Gov.	Not assessed
11.	Unyambwa	Disp.	Gov.	1
12.	Mzalendo	Disp.	Private	1
13.	Mzalendo Maternity Home	Clinic	Private	Not assessed
14.	Neema	Disp.	Private	1
15.	Tumaini	H/Centre	Private	1
16.	Manguamitogho	Dispensary	Mission/	1
17.	Manga	Disp	Govt	1
18.	Mungumaji	Disp	Govt	1
19.	EAGT	Disp	FBO	1

Generally all health facilities scored below 3 stars due to the fact that they did not meet criteria of assessment like minimum number of staff required and Standard Operation Procedures(SOPs).Most of the public facilities have shortage of qualified staff and private facilities have unqualified staff.

(i) Utilization of Maternal Care Services among women

Number of women who used Maternal Care Services in 2014 - 2015 by wards (mostly those wards with facilities). The number of women who used the service overwhelmingly exceeded the target in all wards that had health facilities and data for utilization were available. This situation was due to the fact that some wards had no health facilities and, hence, lacking this service. Therefore, women had to travel to other wards seeking for this service, and, hence, causing overcrowding to the few available facilities.

Table 29: Number of women used Maternal Care Services in 2014 – 2015

Ward	2014		2015	
	Targeted number	Number attended	Targeted number	Number attended
Ipembe	1015	7699	1062	9944
Kindai				
Mughanga				
Minga	112	701	127	829
Misuna	1094	4218	1502	1412
Mungumaji	186	421	188	443
Majengo				
Unyambwa	354	836	398	872
Mwankoko	408	615	482	700
Unyamikumbi	498	896	540	519
Uhamaka	245	407	267	353
Mandewa	372	1423	140	1012
Mitunduruni				
Utemini	133	901	482	1342
Mtipa	186	421	188	443
Kisaki				
Unyanga				

Source: Singida Municipal Council, (2016)

(ii) Major issues affecting curative services

Current situation of the magnitude of the diseases affecting Singida Municipal in attaining curative function is as follows:- Shortage of medicines by 50%, this is due the monopoly system of supplies from MSD, where most of the item are not found in MSD and there is delay for out of stock commodities report. Mega budget for medicine is also a challenge so the council is promoting health financing through CHF, NHIF and user fees. Currently 7969 household out of 32387 are enrolled in CHF. The main challenge in CHF enrolment is membership join when they are already sick which oppose to the concept of health insurance.

High maternal mortality ratio by 199/100,000 high infant mortality rate by 20/1000, high neonatal mortality rate by 15/1000, Perinatal mortality rate by 11/1000; high under five mortality rate by 9/1000, high mortality in the council is caused by large number of patients with obstetrics emergencies from nearby Districts with no District Hospitals to seek health services at regional hospital but also skilled personnel in municipality not yet enough, high incidence of HIV/AIDS by 4.7%, TB detection rate by 40%, high prevalence rate of epidemics [cholera, meningitis, plague, measles, polio and Yellow fever] by 30% ,High prevalence of malaria by 6.6%, High prevalence of STI by 2%, High incidence of suspected rabid animal bite by 18%, High prevalence of NCD by 54%, Poor food hygiene safety by 50%, inspection of the food have been done hand in hand with TFDA (Tanzania Food and Drugs Authority) where 1 bakery closed and 1 oil industry closed and 3 oil industry will require to rectify shortcomings. Inadequate safe water supply at healthcare facilities by 50%, Inadequate access to social service and protection to vulnerable groups by 78%, Inadequate health care waste management at facility by 30%, Shortage of skilled and mixed human resources for health by 52%, Shortage of health facility infrastructures at all levels in the council by 53%, High prevalence of Soil Transmitted Helminthiasis by 22%.

Table 30: Commonly reported causes of morbidity (outpatients) in 2013-2015

2013		2014		2015	
Disease	Number of occurrence	Disease	Number of occurrence	Disease	Number of occurrence
Typhoid	1335	Typhoid	2166	Typhoid	2014
Dysentery	606	Dysentery	3861	Dysentery	
Cholera	-	Cholera	-	Cholera	35
Malaria	7851	Malaria	8667	Malaria	10201
Diarrhea	-	Diarrhea	15	Diarrhea	2975
Pneumonia	2713	Pneumonia		Pneumonia	1249
Animal bite	-	Animal bite	44	Animal bite	281
Malnutrition	-	Malnutrition		Malnutrition	101
				Anemia	719
				Eye condition	1029
				Intestinal worms	2996

Source: Singida Municipal Council, (2016)

Table 31: Commonly reported cause of morbidity (in patients) in 2013-2015

2013		2014		2015	
Disease	Number of occurrence	Disease	Number of occurrence	Diseases	Number of occurrence
Typhoid	-	Typhoid	425	Typhoid	621
Dysentery	-	Dysentery	107	Dysentery	176
Cholera	-	Cholera	-	Cholera	35
Malaria	1743	Malaria	-	Malaria	1034
Diarrhea	896	Diarrhea	714	Diarrhea	746
Pneumonia	1170	Pneumonia	216	Pneumonia	1004
Animal bite	-	Animal bite	23	Animal bite	12
Malnutrition	-	Malnutrition	-	Malnutrition	-

Source: Singida Municipal Council, (2016)

(iii) Number voluntarily screened for HIV/AIDS

Number of both males and females voluntarily screened for HIV between 2013- 2015 and number of individuals detected HIV positive. Data indicate there was substantial increase in number of both males and females screened for HIV in the year 2015 as compared to the year 2013. Data further indicate that while on overall percent detected HIV positive remained nearly constant between 2013- 2015 (4.2% - 4.5%), percent for HIV positive for females tended to decline (5.4% - 4.7%) while that of males tended to increase (3.1% - 4.4%).

Table 32: Number of Males and Females voluntarily screened for HIV/AIDS in the Municipal between 2013- 2015

Sex	2013			2014			2015		
	Numb er Scree ned	Num ber HIV+	%HI V+	Numb er Scree ned	Num ber HIV+	%HI V+	Numb er Scree ned	Num ber HIV+	%HI V+
Male	8796	276	3.1	8150	259	3.2	9695	425	4.4
Fem ale	8566	460	5.4	8784	457	5.2	9921	463	4.7
All	17362	736	4.2	16934	716	4.2	19616	888	4.5

Source: Singida Municipal Council, (2016)

2.2.8.3 Rehabilitation Services

Currently there is no sober house but the need is still, as there is a lot of case of mental health disorder reported e.g drug abuse, substance abuse and excessive alcoholism. The municipal have 3 orphanage centers owned by faith based organizations but there is no orphanage Centre which is owned by council. The council works hand in hand with the Community, Regional Secretariat, Contractors, Road Funds Board, Ministries, NGO"s, Donors and Treasury, SIGHTSAVERS, IMAWORLD HEALTH, Medical Missionaries of Mary and Marie Stopes. [Engender Health, PSI & Marie Stopes, EGPAF,-family planning], [Water Aid and SEMA -water and sanitation], [MEDA-Malaria], [EGPAF & Global fund – HIV/AIDS].

2.2.8.4 Human resource in health sector

The Council has 169 health personnel, required number is 530 and the actual demand of the council for a health personnel is 353 thus there is shortage of 52%. According to human resource for health staffing level guideline, minimum number of staff for health centre is 38 and maximum number is 49, but the actual numbers of health centre staff are 75. even though the actual number of staff exceeds the maximum number but there is still the shortage of staff due to services provided in urban health centre. Also the minimum number of staff for dispensary is 15 and the maximum number is 20, in our 9 public dispensaries the minimum number of staff are 3 out of 20 staff required for each dispensary. Hence the shortage is in the following cadres" clinical officers, dental therapist, pharmacist, laboratory technologists and assistant laboratory technologist, Pharmaceutical assistant, Nurses, Medical Doctors, Assistant social welfare/ community health workers, and assistant Nursing Officers. The shortage of these cadres is threatening the health system delivery especially at the community level thus making difficulties in meeting National five year development plan.

2.2.9 Livestock and Fisheries Development

The department of livestock and fisheries development is responsible to perform the functions: To translate national livestock, fisheries and other policies, strategies, guidelines and legislation in line with municipal livestock and fisheries situation. To ensure the preparation of the municipal agriculture development program plans that are responsive to client needs and that are prepared in a participatory and inclusive manner To facilitates research-extension liaison , to promote a pro-active and consistent working relationship that involves farmers ,farmer group/forums core team staff and the community To coordinate and advise on all livestock and fisheries activities undertake in the council by both public and private service providers. Monitor, coordinate and report the threat or occurrence of migratory pest diseases to the responsible zonal, regional and national level. Deficiency of 29 extension officer required to deliver extension services to 18 village and 7 wards

To evaluate municipal livestock and fisheries inputs needs availability and distribution, the department has 10 staff in which one of them is the head of department and the other 6 are units' assistants and 4 extension officers despite the department required to have 39 staff according to the personnel disposition as showing in table 1. There is

Table 33: Number of the extension personnel

Position	Required	Available	Deficiency
Municipal livestock and fisheries development officer	1	1	0
Subject matter specialist extension Services	1	0	1
Subject matter specialist Veterinary Services	1	0	1
Subject matter specialist Dairy	1	1	0
Subject matter specialist Meat ,hides and skin	1	1	0
Subject matter specialist Pastoral systems	1	1	0
Subject matter specialist Identification, registration and information	1	1	0
Subject matter specialist	1	1	0
Livestock extension officer	28	4	24
Subject matter specialist Aquaculture	3	0	3
Total	39	10	29

Source: Singida Municipal Council, (2016)

2.2.9.1 Livestock Production

The Municipal has a total area of 246.1 km² suitable for pastures and grazing of livestock. This is equivalent to 34 percent of total area. According to the census of 2009 livestock kept in Singida Municipal Council include 38,241 cattle, 36,444 goats, 13,966 sheep, 606 donkey, 2,406 pigs 3,951 dog and 5,383 poultry. In which 98% of the livestock are indigenous breed, where by chicken are leading in population, followed by Cattle, goat, sheep, dog, pig and donkey.

Table 34: Livestock population in Singida Municipal

No.	Cattle	Goat	Sheep	Donkey	Pig	Poultry	Dog
Number	38,241	36,444	13,966	606	2406	53,893	3951
Percent	25.6	24.4	9.3	0.4	1.6	36	2.6

Source: United Republic of Tanzania Censure Report (2009)

(i) Livestock products

Common sources of meat in the council include cattle, goat, sheep, pig and poultry. Poultry contributing 67% among the animal slaughtered but cattle been the higher meat produces due to its live weight per animal compared to poultry.

Table 35: Number of Animals Slaughtered

Years	Cattle	Goat	Sheep	Pig	Poultry
2015/2016	13,889	4,146	2,431	14,778	100,800
2016/2017	9,690	3,543	1,860	813	3,345
	15%	5%	3%	10%	67%

Source: Singida Municipal Council, (2017)

The highest number of animal sold during the interval of two years 2015/2016 -2016/2017 are poultry by 86.8% and the lowest is pig by 0.2%.

Table 36: Number of animals sold

Year	Cattle	Goat	Sheep	Donkey	Pig	Poultry
2015/2016	5,178	5,641	4,000	25	40	122,314
2016/2017	2,853	2,335	1,257	69	0	19,288
	4.9%	4.8%	3.2%	0.05%	0.02%	86.8%

Source: Singida Municipal Council, (2017)

Animal products sold during the interval of two years is 2,187,228 liters of whole milk, 3,231,600 eggs, 75,520pics of hides and 67,449pics of skin.

Table 37:Animal products sold

Year	Whole Milk	Eggs	Hides	Skin
2015/2016	1,461,445L	1,874,980	59,610	46,517
2016/2017	725,783L	1,356,620	15,910	20,932

Source: Singida Municipal Council, (2016)

(ii) Livestock facilities

In Peri-urban wards where livestock keeping is mostly done, there is a shortage of livestock infrastructures. The Municipality has a total of 8 dips located in Mungumaji, Mwankoko, Unyambwa, Mitunduruni, Mtipa, Mtamaa, Uhamaka and Unyamikumbi wards with one dip in each ward. 2 dips are operating (Uhamaka and Unyambwa) other 6 dips require rehabilitation in order to operate. There are two livestock markets located at Mtamaa and Mtipa wards with one market in each ward; Six crushes (2 in Kisaki, 2 in Unyamikumbi, and 2 in Mtipa wards); three hide/skin shade found in Mtamaa, Mtipa and Mughanga ward; Three slaughter slab (1 in Mandewa, 1 in Mtamaa, and 1 in Mtipa ward); and one abattoir located at Mughanga ward.

(iii) Major Livestock diseases

The major diseases which cause morbidity and mortality to livestock during the interval of two years. include East Coast Fever (ECF) , Anaplasmosis, and Black quarter, foot and mouth disease, Mastitis, Babesiosis and LSD and Worms infection for goat and sheep; while for poultry major disease are Coccidiosis, Fowl coryza and Fowl Cholera as the number of cases are shown in table 41 respectively. The major reason of occurrence of the disease is due to animals are not vaccinated in same disease like black quarter, 6 dips are not operating and cause tick born disease to occur like Anaplasmosis, heart water and Trypanosomiasis.

Table 38: Major livestock diseases reported in two-year

Major Cattle Diseases				
Disease	Number of Cases of Morbidity reported		Number of Cases of Mortality reported	
	2015/2016	2016/2017	2015/2016	2016/2017
ECF	36	27	8	0
Anaplasmosis	48	96	8	0
Heart water	9	34	0	0
Babesiosis	12	2	2	0
Black quarter	232	572	6	99
Mastitis	29	34	0	0
Foot and mouth (FMD)	0	33	0	0
Lumpy skin disease (LDS)	0	7	0	0
Typanosomiasis	0	16	0	0
Cattle helminthiasis	0	1,660	0	0
Goat helminthiasis	0	597	0	0
Sheep helminthiasis	0	354	0	0
Pig helminthiasis	0	201	0	0
Fowl cholera	0	145	0	26
Fowl coryza	0	45	0	10
Coccidiosis	0	935	0	14

Source: Singida Municipal Council, (2016)

2.2.9.2 Fishing Production

The Municipal has two permanent lakes. Kindai and Singida, as well as 10 ponds in which most of them are seasonal providing fishing ground to residents of the Municipal. Type of fish species found include Clarias and Tilapia, . The main tools used in fishing are fishnet, fish traps and hook lines. Generally, fishing activities are mainly done in Mitunduruni and Kindai wards. Estimated harvests for fish in the Municipal are 41.2 tons in 2015 and 36 tons in 2017

Table 39: Fish production (tons) in two years 2015-2017

Ward name	2015/2016		2016/2017	
	Tons	Value (Tshs)	Tons	Value (Tshs)
Kindai	40	13,200,000	34	1,122,000
Mitunduruni	1.2	240,000	2	340,000

Source: Singida Municipal Council, (2016)

Some of the challenges facing the department are; Animals are not vaccinated, 6 dips are not operating, extension service to farmer decrease to 6% in the Municipal council, safety, quality and statistics of milk products in Singida Municipal Council decline to 40%, poor handling of Hides/skin result to poor quality, slow growth rate of cattle lead to slow weight of 55kg/year, low production of milk from local breed and cross breed cattle 2-5 liter per day respectively, low production of local chicken, 10 chick per hen/year, inadequate knowledge of aquaculture farm to the farmers, livestock are not identified or registries according to livestock policy.

2.2.10 Works

Works department has been mandated with civil, building, electrical and mechanical works, moreover in building, Works arises from budget of the current year from different department then design and preparation of drawings and bills of quantity begin before tendering process to the final implementation of the work. The department performs the following functions: Civil works, it deals with construction supervision monitoring of civil works such as road networks, culverts, bridges, drainage, drift, catch water, and bus stand. Buildings works, it deals with construction supervision monitoring of any building arise from any department such as schools and health building facilities, and monitoring private building. Electrical work, it deals with electrical maintenance, connection, repairs, design electrical diagram, procurement and supervision to all buildings and mechanical work, it deals with maintenance, repair, and provisional of specification all motor vehicle.

(i) Road infrastructures

Generally, all ward in Singida municipal council are connected by road in 95%, most roads in the Municipality are in good condition and are passable throughout the year especially tarmac and gravel roads. With respect to roads status/condition the Municipal has 606.2km of road networks in different condition and status where by 11.5km of tarmac road is in good condition, 63.7km of gravel roads is in good condition and 531km of Earth roads is in good and fair conditions. Moreover, there are also ongoing project for the year 2016/2017 which include:

Construction of new Misuna bus stand, minibus stand, 8.43km tarmac roads, 9km routine maintenance roads, 16.6km spot improvement roads, 6.8km periodic maintenance roads, 5.4km gravel roads, 20 culverts, 1975m open drainage and 500m catch water. Instead of the entire network, there are 5km road which are in poor condition passed through the industrial areas need routine maintained, also there are 6km need spot improvement to connect with trunk/regional roads networks, moreover high rainfall destruct the drainage system result to destruction of the roads and shortage of office working facilities make difficult to supervise, monitor the work, finally shortage of fund result to poor quality and low quantity of the road network.

(ii) Building works

The municipal has supervise, construct and provisional of school building facilities such as 12 classrooms, 1 teacher's house, 48 stances toilets and laboratory block and it's in a good condition, Also municipal has repair and rehabilitate 8 classrooms, main office buildings and provide building permit to various structure. Lack of electrical staff make difficult in supervision of electrical work in building, also lack of communication with stakeholders and poor use of professionalism in private sector result to poor workmanship and collapse of the buildings

Works is facing different issues which are: 401.8km need to be maintained in routine, periodic, and spot conditions, high rainfall and livestock wash out gravel and destruct the drainage and road in generals, shortage of budget to complete the work ,lack of working tool such as 5computer, 2printer, 1supervision car, 2electronic tape measure, 1gps and 2camera , most of the stakeholder escape to use professional people, and result to poor workmanship, buildings collapse, poor communication between work department and stakeholders, shortage of 2 staff and working tools to supervise the electrical work shortage of 1staff and working tools to supervise mechanical work.

2.2.11 Community Development Gender and Children

Community development department one of the departments in the municipal council, the department has the following core functions:-

To mobilize community to participate in identifying, plan, implement, monitor and evaluate different development projects. to do research concerning with community problems and suggest ways to overcome challenges/problems in collaboration with other staffs from different sectors, to educate the community about different policies concerning with community development issues for example community development policy, women in development policy, child policy, gender policy just to mention few as well as other development policies from different sectors, to coordinate HIV and AIDS activities by educate and mobilize community to combat HIV and AIDS, to coordinate activities of Non Governmental Organizations, CBOs and FBOs to collect, interpret and disseminate statistics for the use of the community, to mobilize community to use appropriate technology, to mobilize and educate community to implement gender issues and to assist the community to identify and solve their problems using the available resources within their areas, to supervise the implementation of plan and development projects from ward to district level, and to help special groups, NGOs, CBOs and FBOs to prepare project write ups and to facilitate them on how to implement their projects.

Community development is among as the department performs its work in collaboration with other departments (inter sector collaboration) Community development plays an important role by mobilizing the community and enables them to recognize their ability to identify and solve their problems using available resources to improve their livelihood. However, the department helps the community to come up with different challenges in all aspects of life and help to solve their problems by using different resources and opportunities efficiently and effectively to attain sustainable development. The department has 21 staffs; 3staffs are working at the Singida Municipal Council headquarters while 13 staffs are working at 14wards out of 18 Wards. The following wards has no community development officers Mughanga, Unyamikumbi, Unyambwa, 2 staffs are studying and 2 staffs are working at children centre. Therefore there is a shortage of 3 staffs at Ward level.

By using available resources the department mobilizes community to participate in identifying, plan, implement, monitor and evaluate different development projects; currently the municipal is implementing TASAF projects.

These projects include cash transfers, Public Works Projects (PWP), Targeted infrastructure development and community serving and investment projects. Currently, the municipal have a total number of 2,871 beneficiaries that were identified during TASAF projects. The identified number of beneficiaries do benefit from TASAF in improving their livelihood through cash transfers, also through cash transfers they managed to establish income generating activities. Through public works projects, other community member do benefit by temporary employment which helps to increase their income in order to sustain their life. As far as the targeted infrastructure is concerned, beneficiaries do benefit by social services like, schools and hospitals. In serving and investment projects, the Municipal does not start to implement this project.

The major challenge during the implementation of the project community members have low spirit of contribution and participation in development projects therefore more effort is needed to mobilize them to contribute and participate in TASAF projects such as targeted infrastructure development projects and public works project. The department has been coordinating HIV and AIDS activities by educating and mobilizes community to combat HIV and AIDS.

Community development department has managed to mobilize people who are living with HIV and AIDS to form 30 groups with 300 people and these people were provided with capital for income generating activities, 20,000,000/= shillings were given to 20 groups in the financial year 2014/2015 and 2015/2016. Out of 561 Most Vulnerable Children (MVC) identified in Singida Municipal Council, 100 MVCs were supported with school materials in order to mitigate the impact of HIV and AIDS. Community development department have mobilized people living with HIV and AIDS to form Konga at municipal level, Konga has 300 members from 30 groups of PLHIV. However, in Singida Municipal council there was 18 ward committees and 56 Mitaa and Villages committees of Most vulnerable children (MVCC) but the committees are not functioning

In order to combat HIV and AIDS, Cinema show and condom social marketing and distribution were conducted at 18 wards where by total number 280 people were attended and total number of 3,820 condoms was distributed.

Apart from the above, Most at risk population were identified and provided with HIV and AIDS education, the groups identified was bar and hotel/guest maids, road contractors as well as peer groups from schools, a total number of 70 people was identified. Despite the municipal initiatives the department is not in position to reach all parts of the municipal due to shortage of working facilities. There is increase of HIV prevalence rate in the municipal from 4.5% to 5.5%. Another challenge is low community attitude to change against HIV and AIDS. Inadequate fund to support MVCs and PLHIV, late disbursement of funds from TACAIDS, inadequate fund from the council's own source collection to implement HIV and AIDS activities and inadequate fund to train konga leaders on their roles and responsibilities.

The department has the function of coordinating activities of NGOs, CBOs and FBOs that are working within the Municipal area with different activities. The Municipal has managed to identify and register 35 NGOs, 7 FBOs, 96 VICOPA, 322 Women groups, 51 Youth groups, 45 SILC groups and 30 PLHIV groups. Challenges identified during the implementation were resistance to some of these organizations to submit quarterly and annual reports, inadequate fund to support these organizations and that there is no direct link between the organizations budget and council budget as a result there is less coordination of activities conducted by CBOs, NGOs and FBOs.

The department has the role of collecting, interpreting and disseminating statistics for the use of the community. Under this function, community development department in collaboration with NGO known as Students Integrated for Community Development (SICD) managed to identify a total number of 561 most vulnerable children from 18 wards of Singida Municipal Council. The root causes of most vulnerable children in Singida Municipal are due to the following factors divorce, death of parents (Orphan), income poverty, as well as those children abandoned by their parents. The aim of identifying most vulnerable children was to know them in order to provide services in collaboration with other stakeholders. The mission was successfully due to the fact that other stakeholders use this data to provide services.

Table 40: Number of Most Vulnerable Children Identified per Ward

No.	Ward	Boys	Girls	Total
1	Ipembe	11	5	16
2	Kisaki	8	8	16
3	Unyamikumbi	10	10	20
4	Unyambwa	2	1	3
5	Uhamaka	9	2	11
6	Mtamaa	44	42	86
7	Misuna	58	64	122
8	Mandewa	8	11	19
9	Mitunduruni	32	24	56
10	Kindai	0	38	38
11	Majengo	6	11	17
12	Mwankoko	6	12	18
13	Unyianga	4	8	12
14	Mughanga	2	2	4
15	Mungumaji	2	3	5
16	Minga	54	53	107
17	Mtipa	8	3	11
18	Utemini	0	0	0
Total		264	297	561

Source: Singida Municipal Council, (2017)

The department also collected data of elders. The municipal have a total of **8,616** elders, number of elders and their distribution per ward is shown in the table below.

Table 41: Number of Elders Identified Per Ward

No.	Ward	Number of elders identified
1	Unyambwa	767
2	Unyanga	144
3	Misuna	577
4	Minga	622
5	Mughanga	157
6	Kindai	910
7	Utemini	432
8	Kisaki	558
9	Unyamikumbi	241
10	Mtipa	462
11	Mtamaa	398
12	Uhamaka	378
13	Mungumaji	367
14	Ipembe	84
15	Majengo	448
16	Mitunduruni	454
17	Mwankoko	626
18	Mandewa	986
Total		8,616

Source: Singida Municipal Council, (2017)

The main reasons of collecting data of elder people was that, the data collected will help in provision of services to elders by government and other stakeholders.

The municipal managed to assist the community to identify and solve their problems using the available resources within their areas. Through community development department youth are mobilized to work together to use the opportunities available in the municipal. Currently the municipal is having 4 brick making groups who are trained on how to use the appropriate technology by making interlocking bricks, however, the groups were provided with 4 Interlocking machines by National Housing Corporation (NHC). The use of this technology make them to use available resources within their areas. Major challenge for the identified project for youth is inadequate market for their product.

The department managed to assist 14 groups of youth to prepare project write ups and submit to the Prime Minister's office, Ministry of labor, employment and youth development, whereby out of 14 groups, 9 groups were given Tsh 33,700,000/= as capital for their projects. The following below are list of groups provided capital to run their projects.

Table 42: Groups of Youth Provided with Capital

No.	Name of the group	Amount given
1	Kazi kwanza	5,000,000
2	Econvironment	3,500,000
3	Upendo silk	3,000,000
4	Amani Arusha Road	3,000,000
5	Umoja kisasi	2,700,000
6	Pamoja tujikwamue	3,000,000
7	Hapa Kazi tu	2,500,000
8	Social Development Fountain	6,000,000
9	SIGO	5,000,000
Total		33,700,000/=

Source: Singida Municipal Council, (2017)

On the other side, community development department has managed to prepare a total number of 54 groups of women and youth from 18 wards to be provided with capital through council's own source collection.

2.2.12 Election

Election unit is among the units in the municipality with the following role and function of election unit; prepare budget and plan in relation to election issues, supervised and Co-ordinate registration of voters for the president, parliamentary, councilors, Mitaa chairman's and villages chairman's elections in the Council. Supervised and co-ordinate the conduct of presidential, parliamentary and councilors election in Singida municipality. Provide voters education throughout the Council and co-ordinate and supervise persons involved in the provision of such education this should be done monthly and report compilation (Directives from NEC, TAMISEMI and RS).

Election Unit at all the times adheres to the constitutions of united republic of Tanzania 1977, the electoral Laws, the Electoral regulations, the electoral code of conduct and any other Laws of the Country.

Election Unit conducts registration of voters two times within five years by applying the new technology namely Biometric Voters Registration (BVR). Up to 2020, the Council estimated to register 90,000 voters whereby it registered a total of 84,500 which is equivalent to 94% of targeted voters. Therefore, Election Unit achieved a remarkable and significant success. The widespread involvement of communities and various stakeholders at every stage of election process contributed a great deal to the successful behavior of election department.

The unit is facing different problems: lack of funds and resources to facilitate voter's education and office operations, shortage of staffs at the council level where by currently there is 1 staff instead of 3 staff, misconception of some of the community members and politician on election department in the council level, corruption is another challenge especially during election process. Low turn up of voters whereby 5, 5457 voters voted during national election of 2015.

2.2.13 Information Communication Technology and Public Relation

2.2.13.1 Information Communication Technology (ICT)

Singida Municipal Council ICT Unit is one of six main units that are responsible directly to the Municipal Director. It has 2 sections namely ICT section and the Public Relations section. Currently the unit has only 2 staffs. The Functions of ICT Unit in the Council is the implementation and operational focal point for the e-Government Strategy, with the major role of ensuring effective computerization of Council services through the implementation of appropriate projects in line with the 4 overall national strategies and based on the ICT maturity level of the respective council. The ICT Unit is responsible for relevant ICT project implementation, user training and technical support services in line with the mandate of the council. All projects implemented in the council shall follow the agreed government standards for development, maintenance and integration of systems within the Government of Tanzania ICT strategic framework.

Major Roles and Functions of the ICT & PR Unit Specific duties and responsibilities includes to:- To ensure existing ICT systems in a Council operates as required: to provide technical support to all staff of the Council in the area of ICT; to provide training for council staff on ICT issues including different application programs; manage policies, strategies and directives issued by the Central Government on the operation of the systems, infrastructure and ICT equipments; raising system needs so as to develop, modify and maintain them; to analyze and identify services that can be delivered by electronic systems in a Council; ensuring infrastructure Local (Local Area Network) in the Council is working and the Internet is available; preparing a budget, work plan, a strategic plan to implement ICT works in a Council; forming orderly record keeping and data to be used in times of disaster; o make and manage maintenance of all ICT equipments; researching and analyzing problems of ICT equipment and provide solutions; collaborating closely with Regional and Ministerial ICT professionals to transform the experience and capabilities; to provide hardware and software specification for procurement purposes; to participate in ICT equipment tenders and assessing its quality before being put into use and ensure the Council has a website and is available always. To ensure within the Council users have access to shared ICT infrastructure and resources; to promote and provide ICT advisory and technical support for implementation of ICT and to coordinate, manage, develop, disseminate, monitor and evaluate ICT standards and guidelines;

. 2.2.13.1 Public Relations

Public relations section have the functions of Managing policies, strategies and directives issued by the Central Government on the operations of Public Relations; preparing a budget, work plan, a strategic plan of implementing Public Relations Operations in a Council; advertising works and projects undertaken in the Council; advertising the council areas of investment in the site, radio and magazines; ensure the Council's website always has updated information and District Profile; prepare and deliver papers on the Council; Participate in community discussions about council issues;

Using ICT in community education; Manage Press Briefing in the Council; advise the Council on the development, production and distribution of documents to stakeholders; and collaborating closely with regional and Ministerial liaison officer to transform the experience and capabilities. In both ICT and Public Relation unit has only 2 staff, the requirement as per establishment is 8 staff.

(i) Systems management and End users Support

Since 2012 ICT Unit has been in operations mainly at supporting systems end users and managing and maintenance of different management information systems Management Information Systems(MIS) for stance Integrated Financial Management Information Systems (IFMIS), Local Government Revenue Information Systems (LGRCIS), Human Capital Management Information Systems (HCMIS), PLANREP, Productive Social Safety Net (PSSN), Basic Education Management Information Systems (BEMIS), Primary Record Management (PreM), Government of Tanzania Hospital Management Information Systems (GoT-HoMIS) and Councils website.

(ii) ICT projects and implementation

Currently the Unit is implementing the GOV net Project from the Central Government that includes installing Local Area Network in the Municipal Building, Internal Communication Systems (PABX systems) and Internet Services.

The ICT unit in collaboration with Healthy department has managed successfully to install ICT infrastructure at Sokoine Health Centre and the GoT-HoMIS is in operations.

(iii) Revenue Collection and Good Governance

In the area of revenue collection, the unit has been playing a major role in technical configurations of the Point of Sales devices, user training and daily technical support towards utilization of POS devices. For the year 2016/2017 the unit has managed to provide training and technical configurations to 100 Revenue Collectors who are now using the POS devices as a tool for collecting revenues.

Also, the ICT unit has been playing a major role in achieving the Good Governance through the Council website by disseminating different information's to the Singida municipal council residents.

Formulation of the initial draft of Council ICT policy;

Despite the achievement made the unit is facing different challenges which are; High investment costs for ICT facilities and skills, unfavorable ICT scheme of service, remuneration and incentives within Public institutions, resistance to change among users , absence of an effective body for ICT professionals, wide gap between the academic institutions and the ICT industry as a result majority of professionals in the municipality are ICT illiterate, lack of connectivity in rural areas, inadequate protection against cyber-crimes and terrorism and lack of proper e-waste handling mechanisms within the Government Public institutions.

2.2.14 Internal Audit

In accordance with Section 45(1) of the local Government Financial Act No 09 of 1982 the council employs its own Internal Auditor who shall work closely with the treasure. The functions of internal auditor unit are:- The Internal Auditor Unit under the control and Directives of the Director shall be responsible for carrying out a review of Financial and relative system of the council to ensure that the interest of the council are protected. The following are the general functions of the unit: To prepare the annual internal audit report for the council, To carry out periodic audit payroll, to make a review of external audit query and recommendations, to prepare the CAG report, to provide consulting Services, to appraise the soundness and application of accounting, Financial and operational controls, to review and report on compliance with applicable laws and regulation in the council, to conduct quarterly audit and other advisory activities as instructed by the Municipal council or other higher authorizes. to carry out periodic payroll audit, to advise management of financial matters, financial resource requirements of all audit activities planned per year, to support external auditor to carry out annual audit and to ensure that financial report are prepared the required in accordance with Local Authority Financial memorandum

Currently the internal audit office has two staff, the head of unit and internal auditor II. They are responsible in ensuring that audit functions are carried out independently and professionally in line with the requirements of the Internal Audit Professional Standards (IPPF)

.Due to inadequate number of staff during periodic audit it is difficult to visit all 18 wards,53 mitaa and 19 villages timely and effectively. For smooth running of council activities the unit requires to have 9 staff out of 4 staff available making a deficit of 5 staff.

(i) Working facilities and equipments/offices

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

All these lead the council for four years consecutively the council has received unqualified opinion (Clean report certificate). Because the financial statements present fairly in all material respect, the financial position of Singida Municipal as at 30th June 2015, its financial Performance and its cash flows for the year then ended in accordance with the Internal Public sector Accounting Standards (IPSASs).

The unit is facing some constraints which include long time audit query, during preparation of report there is delaying in management responsibility to some query and supporting document for obtained activities and this leads to long time and undefined management query. Delaying of audit queries is caused by inadequate of staff and poor record keeping (documentation)

The municipal is having poor use of Financial Management act and regulation; this is due to add hock activities (unplanned and unbudgeted activities) for example in year 2014/2015 Tshs 219,044,000 Development grant was used for construction of Secondary school laboratories instead of the planned development project. Due to ad hock activities the council receive audit Quarry for going against Local Government Financial Act No 9 of 1982, Local Government Financial Memorandum 2009, Public Procurement Act.No.7 of 2011 and its regulations of 2013, The local Government Authorities Tender Boards(Established and Proceedings) regulations 2007 Lack of change of mind set towards internal auditor role. The Internal Auditor under the direction of the Director shall carry out a review of financial and related systems of the council to ensure that the interest of the council are protected (Review procedures the auditor from being involved in any line management functions such as the checking of payment voucher prior to payment, the internal auditor keep the register of relevant work, showing date of field work, the date of final report, date and nature of responses received and indication of proposed follow-up activity and such registers shall be made available to the controller and Auditor General Upon request. Due to those function most of staff think about that the internal Auditor role is to raise query.

Laxity in implementation of sound financial management, External Auditor and internal audit advice and recommendation. Although there is division of responsibilities for related operations between several officers there is laxity of assigning the assignment of specific responsibilities and a written procedure for proper financial control and this raise auditors quarry .Due to Laxity in implementation of Financial management and other management issues for year 2014/2015 Singida Municipal council has received 67 audit query .

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

2.2.15 Procurement Management Unit

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

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

The unit is has a total of 6 staff in the carder of procurement officer and supplies officers. Currently there is shortage of 1 Office attendant, 1Procurement and Supplies officers and 1 Secretary.

Using its member staff the unit has been support the functioning of the tender board- PMU act as the secretariat of the tender board. The previously five years PMU supported tender board by preparing minutes of the tender Board and preparing recommendation of the evaluation team. The biggest challenges here is inadequate of office working facilities also tender board meeting not conducted on time and lead to the delay of procurement decision.

Prepare advertisements of tender opportunities, Tender documents and Contracts- The previously financial years, more than 58 tender opportunities were advertised. The biggest challenge here is the delay of issuing of tender adverts due to inadequate funds availability therefore this lead to delay of procurement processes. Maintain and achieve records of the procurement and disposal process- Procurement records were maintained in the previously years but not as per requirement of the public procurement Acts. The challenges here are inadequate of office space and inadequate of office facilities for maintaining procurement records.

Preparation of monthly and Quarterly procurement reports- sixty (60) monthly procurement reports and twenty (20) Quarterly procurements reports were prepared and submitted to respective authorities for reviewing and approval. The challenges here are inadequate office working facilities, and poor working environment.

List of problems of problems that are associated with the functioning procurement unit are: Inadequate of office working facilities such computer, printer, scanner, photocopier machine, office furniture, and

transport facilities, inadequate working space, funds are not available for office run, poor working environment, inadequate number of PMU staff, inadequate knowledge and skills of procurement Act of 2011 and its Regulations for User department, Members of the tender board and Councillors, funds are not transferred according to the budget allocated, delay of funds for project implementation and that the involvement of Councillors(politician) in procurement decision which lead to conflict of interest and result violation of procurement law.

2.2.16 Environment Conservation and Solid Waste Management

The department of environment and solid waste management has the following functions; to ensure sustainability without degrading the environment, to prevent and control degradation of water, land, vegetation and air, to improve condition of degraded area, to raise public awareness and understanding linkage between environment and development, to conduct forestation through mobilization of community and NGOs motivated to plant trees. The amount of waste generated par day is 102,151 kg/day/capita while the capacity of waste collected per day is 44,800kg/per day, this implies that the municipal fail to collect about 35,200kg of waste per day.

Solid-Waste Characteristics and Quantification consists: The solid-waste generated mainly consists of food waste, paper, polyethylene, cloth, garden trimmings, construction debris (brick, concrete, sand, and dirt), wood, leaves and branches, metal, glass, skins and leather, animal waste, industrial waste, old appliances, and miscellaneous waste. Some of the waste disposed like plastic materials, iron bars are collected back by scavengers" and sold to the people in need where the goods are transported to other regions for recycling

(i) Solid waste financing

The collection and disposal of solid waste is expensive/costful activities, the council collect solid waste using various source of income including grants from [World bank],

council own source [refuse collection] fee charged to households Tshs 2,000 per household and Tshs 5,000 retailers, Tshs 7,000 mama lishe, tea rooms 7,000, Guest house Tshs 10,000, industries; revenue collection to this source of fund still low <30% out of the total budget of 511,032,000 for the year 2016/2017 people still reluctant to pay this fee, the council commits extra efforts to create awareness to curb the situation including to enforce laws. Presence of private sectors, NGOs, CBOs and community assist to collect solid waste from households to refuse transfer stations/refuse collection site and sometimes private sectors assist/hired to collect and disposal solid waste to Manga dumpsite.

(ii) Solid waste collection and disposal

There are many ways to dispose of solid waste. Open dumping [uncontrolled tipping] is the most common and the cheapest method. In Singida urban the solid waste is collected from transfer station or collection site found in wards in town proper. The collection is done by using back hoe wheel loader of which load waste to trucks which have tipping mechanism, these trucks create a nuisance as they pass through the street. Sometimes efforts are made to cover them after loading the waste, the waste is carried from town centre to Manga dumpsite about 16 kilometers, the long distance increase the cost of collection and disposal.

(iii) Transfer sites/transfer station/collection points

There are 13 transfer site in urban wards situated at Ipembe [central market], Utemini, Salmin [2] [onions market Misuna bus terminal], Minga ward [structure collapsed] [Market], Unyankindi, Mughanga [Msufini]-not in good condition, Mandewa – open dumping, katakana –open dumping, sabasaba – open dumping, kindai [3] mahembe Kilambida. Three [5] transfer sites needs major repair or reconstruction, Tshs 17,813,300 allocated to construct [reconstruction] Minga transfer site, the council plan to construct 5 transfer sites of utemini, unyankae, kindai, karakana, Mnung"una for this financial year.

About 50% of solid waste generated in town is disposed in Manga dumpsite. The remaining waste placed on the streets in town some are buried and other are incinerated. In rural wards most of solid waste are garbage and are disposed through buried.

(iv) Existing Dumpsite

The council have no sanitary landfill, the method used to dispose solid waste is crude dumping at an open area [uncontrolled tipping] hence created nuisance to the neighbour community due to waste dumping; foul odours and air pollution are dangerously affecting the surroundings, rodents spread germs and pathogens in the area and community nearby dumpsite are regularly exposed to hazardous diseases. Therefore the present system [crude dumping] is unacceptable, and there is an urgent need to build sanitary landfill sites. The council is in need to acquire land to establish new dumpsite at Mwankoko ward, but still suffered [financial constraints] to pay land compensation to the owners of lands and construction of sanitary landfill. The land plan of the area to be dumpsite is already done. We need to write proposal/ concept note and submit to stakeholders who may assist construct the new sanitary dumpsite.

(v) Liquid waste and sewerage system

Currently the council owned 1 cesspit emptier which is old and require day to day maintenance, private sector support this function to collect liquid waste from household in town to local oxidation pond situated at Manga village , the pond created as a temporary measure to save the purpose, for the time being the Municipality has no sewerage system, the construction of sewerage system is under SUWASA [Singida urban water and sanitation authority] designing of this project has been completed since 2014, now they are find fund/partner to implement the project.

(vi) Sustainably managing forests, combating desertification

The department planted 400 trees out of 1000 trees targeted to be planted to conserve natural resources at the lake Singidani and Lake Kindai. Availability of fertile land give room to community, NGOs, CBOs to plant trees at wards and streets which have no trees including open space and botanical garden.

Environment management committee formed in wards and Mitaa to be strengthened at all 18 wards of Singida Municipal Council at this financial year. The council has also established Beach Management Unit at lake Kindai and Singidani to reduce threaten of life span of lake through increase of waste, sand and other impurities, to those lake and avoid destruction of production area of aquatic organisms through pollution by industries and peoples day to day activities especially premises near Lake Singidani especially, education on environment management to community continued and fine to those break the law eg industries and household fined due to pollution.

(vii) Construction and use of latrine

The council makes extra efforts to mobilize people to construct and use of improved latrine, health education have been given to the community on importance of construction and use latrine to control and prevent communicable diseases such as diarrhea, typhoid, dysentery and other food borne, water washed and water related diseases. The council continued to educate community through positive [health education] and negative motivation [fine/penalty] to all who break/going against the laws. The council has total 24,345 household with improved latrine 7,274 household with temporary latrine and 988 households without latrine.

Table 43: Latrine construction by ward for the year 2016

N o.	Ward	Hous ehold	Populati on	Improv ed latrine	%	Tempor ary latrine	%	Househ old without latrine	%
1	Ipembe	385	1,925	376	97.66	9	2.34	0	0
2	Majengo	2632	13,160	2409	91.53	212	8.05	11	0.42
3	Misuna	2898	12,456	2689	92.79	153	5.28	56	1.93
4	Kindai	4252	19,374	4181	98.33	30	0.71	41	0.96
5	Mwankoko	749	3,745	355	47.40	326	43.52	68	9.08
6	Mtamaa	1445	3,352	748	51.76	569	39.38	128	8.86
7	Unyanga	938	5,197	511	54.48	343	36.57	83	8.85
8	Utemini	2411	12,904	2206	91.91	186	7.71	19	0.79

N o.	Ward	Hous ehold	Populati on	Improv ed latrine	%	Tempor ary latrine	%	House old without latrine	%
					44.		42.		12.
9	Uhamaka	779	5,454	350	93	332	62	97	45
					62.		31.		5.2
10	Kisaki	983	3,834	617	77	314	94	52	9
	Unyamikum				51.		44.		3.9
11	bi	2816	14,230	1443	24	1261	78	112	8
					86.		12.		1.2
12	Mitunduruni	2259	8,540	1958	68	274	13	27	0
					89.		9.7		0.8
13	Minga	2400	13,557	2146	42	233	1	21	8
					28.		65.		6.0
14	Unyambwa	1815	9,050	520	65	1186	34	109	1
					30.		61.		8.1
15	Mtipa	1216	8,882	369	35	748	51	99	4
					79.		18.		1.4
16	Mughanga	625	2,305	498	68	118	88	9	4
					77.		21.		1.0
17	Mandewa	2538	18,324	1963	34	548	59	27	6
					68.		29.		1.9
18	Mungumaji	1466	10,057	1006	62	432	47	29	8
					74.		22.		3.0
19	Total	32607	166,346	24,345	66	7,274	31	988	3

Source: Singida Municipal Council, (2016)

It is evident that inadequate provision of sanitation and hygiene services have contributed to the high prevalence of faecal oral diseases in the country, these diseases have had serious impact on people's health particularly children below the age of five years. The government of Tanzania through ministry of health implementing the National Campaign [NSC], in implementing the NSC, the community led total sanitation [CLTS] has been adopted to promote positive sanitation and hygiene behavior; in Singida Municipality 10 wards and 35 village/mtaa leaders have been educated to ensure all household construct and use latrine and maintain principles of hygiene and required to sensitize their community to collectively change their attitudes and behaviors towards stopping open defecation to be Open Defecation Fee [ODF] but still the problem exist , the council will continue to educate the community and enforce the laws if any.

(viii) Environmental Impact Assessment

Evaluation of environmental impact assessment was done to 4 projects namely; filling station – Mughanga ward, Blue plaza – Majengo ward, solar power project which are expected to be established at Unyanga ward and Urban local government strengthening program [ULGSP] karume – ukombozi - Sokoine Road (1.8 KM) assessment was done with collaboration of NEMC and satisfied that there is no negative effect on environment therefore approved the project to continue. Education on importance of environmental conservation and Environmental impact assessment should be made to community to avoid complaints when officers enforce the laws. Follow up of environmental impact assessment was done to road project from Karume to Sokoine, during inspection the contractor encountered with the following shortcomings; employees were not provided with protective gears, there are no signs of caution, piles of morram and stones on the streets, the contractor required to rectify the shortcomings but not comply and required to pay fine of Tshs 3,000,000 or the fine to be deducted on their payments.

(ix) Occupational health and hazard

One of the parts during inspection of industries and offices is occupational health and hazard, many of industries not provided their workers with protective gears during working, and some of them polluting environment; air pollution, land pollution and water pollution, industries inspected include oil mills, flour mills, garages, hotels, Bakeries, carpentry workshop, soldering, workshops; owners required to rectify shortcomings and some of them are fined.

Despite the noted achievements the Municipality is constrained with soil erosion occurring to many wards in Singida Municipality including Kindai, Mahembe mtaa, Minga ward, sabasaba and other rural wards, so the council has to institute interventions to curb the situation. The department does not have permanent staff, the staff of this department except the head of department comes from the health department; the department needs 3 environmental health officers, 2 environmental engineers and 3 environmental officers

2.2.17 Legal

Legal unit is among the units established in the municipal council, the functions of the unit are:-To facilitate enforcement of laws and regulate all legal matters in accordance with the requirements of laws of the nation, to advice the Municipal Director in all legal matters, to represent the council in the court of law, to make by laws, drafting, making and vetting of Contract. The current status pertaining legal matters in the council is that there are legal proceedings concerning land matters, labour matters, civil matters which are total of 36 cases where by 24 legal cases are pending in various stages in the courts of laws and 12 cases have been finished. Also more than 100 business owners who defaulted to pay council rates concerning hotel levy, service levy and bill boards' levy have been taken legal measures by the Unit on which 60% have already paid

The unit had faced with Insufficient budget, Community unawareness on legal issues which result to difficult implementation of legal plan and services, Inadequate and insufficient transport means to attend case proceeding in different courts of law and Political interference in legal issues and service which render to failure of justice. Current Status on modalities of preparing /enacting municipal by laws are starting from preparing draft of by - laws, presenting the drafted by laws to Council Management Team then to Council Finance Committee and lastly to the community for opinion; then the drafted by - laws to be made and passed by full council and then to the Regional Commission for opinion and after the Regional Commission made opinion and advice to the Minister for Local Authorities for approval and then being published in the government gazette.

The process of making By - laws is faced by Transport, community Unawareness, financial inadequate and political interference. The council, employees, and the community currently are adhered to the rule of laws, and good governance by following the Municipal by - laws and all laws of the Country including the legal process and procedures. Current challenges concerning the good governance and rule of laws are lack of awareness on legal procedures.

performed the following duties as summarized in chart they managed attend 36 number of cases from the different court as the results 8 cases are concluded 17 cases are in progress(See the table 51 below), they managed to Reviewed 10 procurement contracts in Construction of open drainage at Mughanga RC and Sokoine which cost Tshs 75,416,160.00,Periodic maintenance of Unyambwa Kisasida and Majengo to Mungumaji roads which cost Tshs 139,031,140.00/=,Routine maintenance of Mandewa roads and Spot improvement of Uhamaka-Mandewa-Manga which cost Tshs 126,584,500.00,Periodic maintenance of Majengo-Unyamikumbi roads which cost Tshs 130,421,270.00, Construction of open drainage at Utemini which cost Tshs 122,802,998.30,Construction of open drainage along Munung"una road and extension of open drainage along Minga roads which cost Tshs 138,469,460.00 Periodic maintenance of Kawawa road which cost Tshs 118,944,000.00 ,Consultancy service for Preparation of Strategic plan which cost Tshs 55,979,200.00,Consultancy service for supervision service construction of road 7.35 Km to Bit men standards, Salmin 1.1,Karume road(Double roads)which cost Tshs 648,851,000.00.,Consultancy service for Conducting Environmental and social impact assessment, preparation of Architect Design detail Engineering Design and Tender document for Construction of modern Abattoir at Singida Municipal which cost Tshs 220,955,000.00., reviews of by- laws pertaining crop sales levy and Provide legal advisory to council functions implementation.

2.2.18 Water

The provision and management of water resources is under the control of water department which is also responsible to: to provide safe and clean water to the peri urban area, to provide education on how to manage water projects to the water committees, supervising construction of water project and handover to the water committees. Training of water committees on how to operate the project (maintenances) Maintenances and extension of the completed projects. With respect to provision of water service the Municipal is divided into two parts namely peri urban and Urban. Singida Municipal council is responsible to provide service in 19 villages; Singida Urban Water Supply and Sanitation Authority (SUWASA) is responsible to provide service in urban area. The major sources of water in the municipal includes: shallow well, deep well, rain water Harvest and hand pumps.

The municipal has about 49% of community members access to safe and clean water, while in urban and peri urban areas about 78% of community members who access to safe and clean water. Generally, the Municipal has a total of 78 shallow well; out of which 52 are functioning 26 are not functioning due to low yield of the shallow well during the dry season. There are 27 deep well out of which 22 are functioning and 5 are not function due to damages of pumps and dryness during dry season. The municipal also has a total of 84 hand pumps out of which 69 are functioning and 15 hand pumps are not functioning due to dryness. On rainwater harvesting the municipal has 48 rain water harvesting centers.

The Municipal Council has 10 projects of piped water supply in 10 villages with 251 domestic water points and 28 private connection including institutions like dispensary, school and religions institutions. Management of water at lower level is vested under Community Owned Water and Sanitation Organization (COWSOs), the Municipal Council has 18 water committees out of which 10 committees have registered while 9 committees are in the process of registration. In spite of some registered achievements water sector is constrained with: low education of the villagers on how to conserve water sources, most of water source (well) are season (during dry season), lack of education of villagers on how to manage water project and high cost of running water project example diesel engine, cost of service, and cost of fuel.

2.2.19 Beekeeping

In Singida Municipal Council beekeeping is practiced mostly in peri urban wards. In 2016/2017 year 17 tones of honey and 1.5 tones of wax was produced. Beekeeping is largely practiced in the wards of Mwankoko, Mungumaji, Kisaki, Unyianga, Mtipa, Uhamaka, Unyamikumbi and Mtamaa. The Municipal Council has 17 beekeeping groups in which 10 beekeeping groups had received modern beekeeping practices. There is also one honey processing industry owned by Small Industry Development Organization (SIDO) located in Utemini Ward which saves a total of 2407 beekeepers to process their honey product.

Table 44: Beekeeping Groups available in Singida Municipal Council

No	Group Name	Gender		Total	Types of Hives	
		Male	Female		Modern	Traditional
1	Tujikomoe	21	0	21	0	315
2	Mtipa Beekeeping Groups	15	11	26	25	113
3	Masega Group	10	0	10	0	268
5	Vicoba	10	10	20	15	0
6	Lulu	6	11	17	30	0
7	Pendeza	4	13	17	25	0
8	Rey Kikundi cha Ufugaji Nyuki	4	6	10	36	0
9	Kikundi cha ufugaji Nyuki Unyanga	19	3	22	0	312
10	Kikundi cha Ufugaji Nyuki Uhamaka	28	4	32	0	207
11	Kikundi cha kina Mama Mwankoko	0	19	19	32	0
12	Nguvukazi Kikundi cha ufugaji Nyuki	10	3	13	13	0
13	Kikundi cha Vijana Mwankoko	5	2	7	5	0
14	Kikundi cha Umoja Sokoni	6	5	11	0	0
15	Kikundi cha Vijana Stendi	8	2	10	0	
16	Kikundi cha Ufugaji Nyuki Mtamaa	5	2	7	25	0
17	Chama cha Ushirika cha Ufugaji Nyuki	30	4	34	589	0
18	Umoja Group	18	7	25	34	0

Source: Annual Report of Singida Municipal Council, (2013)

2.3 The External Environmental Scan

2.3.1 The Tanzania National Development Vision (2025)

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

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

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

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

A Well Educated and Learning Society, Tanzania envisages being a nation whose people are ingrained with a developmental mindset and competitive spirit. These attributes are driven by education and knowledge and are critical in enabling the nation to effectively utilize knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognizant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

- Attain self-reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative
- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.
- Singida municipal council as a government machinery is committed in achieving 2025 National Vision by providing quality socio - economic service to its community using its resources.

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

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

governance and key cross-cutting issues. This being the case Singida Municipal Council plan and strategies always are focused on the strategic direction envisaged in the LTPP as a way of ensuring its contribution to the implementation of the National LTPP.

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

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

- Build a base for transforming Tanzania into a semi-industrialized nation by 2025;
- Foster development of sustainable productive and export capacities;
- Consolidate Tanzania's strategic geographical location through improving the environment for doing business and positioning the country as a regional production, trade and logistic hub;
- Promote availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other production and services delivery;
- Accelerate broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups;
- Improve quality of life and human wellbeing;
- Foster and strengthen implementation effectiveness, including prioritization, sequencing, integration and alignment of interventions;
- Intensify and strengthen the role of local actors in planning and implementation, and
- Ensure global and regional agreements (e.g. Africa Agenda 2063 and SDGs) are adequately mainstreamed into national development planning and implementation frameworks for the benefit of the country.

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

2.3. 4 Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th Septembers, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals and 69 Targets by 2030 deadline. Therefore Singida Municipal Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavor. The Sustainable Development Goals which Singida Municipal Council should contribute to achieve in long term are summarized below.

Goal 1: End poverty in all its forms everywhere

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

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

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

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

Goal 6: Ensure access to water and sanitation for all

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

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

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

Goal 10: Reduce inequality within and among countries

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

Goal 12: Ensure sustainable consumption and production patterns

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

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

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

Goal 16: Promote just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable development

2.3.5 Tanzania Open Government Partnership (OGP): Third National Action Plan 2016/17 - 2017/18

Launched in 2011, the Open Government Partnership (OGP) has rapidly grown from eight founding Governments to nearly 70. Throughout, the OGP has operated as a partnership between Governments and Civil Society Organizations (CSOs), with Action Plans developed, implemented and monitored jointly by Governments and CSOs. The thrust of OGP is to promote transparency, empower citizens, fight corruption, and harness new technologies to improve governance. Tanzania joined OGP in 2011 and has already completed two phases of the OGP cycle. Phase I was implemented between 2012/13-2013/14 whereas Phase II was implemented between 2014/15-2015/16. This is Tanzania's Third National Action Plan (NAP III). It contains specific and realistic commitments meant to enhance transparency, accountability, and public participation in the governance of Tanzania.

The National Action Plan III (NAP III) draws on the experiences and lessons from NAP II, constructive inputs from Civil Society and different Government Departments, Recommendations from the Independent Reporting Mechanism (IRM) have also been taken into account. NAP III's Commitments are designed to address real problems and create positive changes in the lives of Tanzanians.

Tanzania's Fifth Phase Government, under H.E. President John Pombe Joseph Magufuli, is keen to promote open and responsive government as part of the Government's commitment to efficient and accountable government with strong Anti corruption stance.

The slogan of *Hapa Kazi Tu* (Work! Nothing else!) that Singida Municipal Council should adhere, will significantly support and strengthen implementation of the OGP Third National Action Plan; while banking on a dialogue mechanism between CSO's and the Government that is sustainable throughout the National OGP cycle. It is expected therefore this Action Plan will not only strengthen partners' relationship and collaboration but also enhance implementation of principles of Good Governance. With respect to the 2030 Agenda for Sustainable Development that sets a number of global priorities to eradicate poverty for sustainable development. 17 Goals and 69 Targets were adopted during the Regular Session of the UN General Assembly in September, 2015. In support of the 2030 Agenda, the OGP Steering Committee declared its commitment to promote the rule of law, promote public access to timely and disaggregated information and open data on government activities, support citizen participation, uphold principles of open government and use Open Government National Action Plans to adopt commitments that serve as effective tools to promote transparent and accountable implementation of the 2030 Agenda for sustainable Development. The Third OGP National Action Plans focuses on open government priorities to promote government reforms by strengthening transparency, accountability and Citizen Participation. Tanzania's Third OGP Action Plan focuses on seven priority areas. Five of these were partially implemented in the Second Action Plan and two have been added.

2.3.6 Agenda 2063: The Africa We Want

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

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

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

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

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

Aspiration 4: A peaceful and secure Africa

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

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

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

2.3.7 Tanzania Mini- Tiger Plan

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

“Ponds and Birds” theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan

2020 is to follow the success path of Asian Miracle by starting developing “Ponds” (SEZ) in the most promising areas and promising sectors.

Basic three stage strategy for accelerating to 8-10% annual growth includes: Build Special Economic Zones (EPZ) and aggressively promoting most promising industries (Primary, Light Industry and Tourism) by use of well proven SEZ Concept (Ponds and Birds Theory), Quickly improve the National Balance Sheet by expanding exports from \$1.0 billion to \$2-3 billion within 3-4 years by using “Ponds and Birds” theory and then, expand needed public projects in power/energy/water/transport sector by long-term borrowing from Multilateral and Bilateral development banks. Singida Municipal Council is committed in promoting industrialization for human development that shall contribute regional growth hence promoting to the National target of economic growth to 8-10% by 2020.

2.3.8 Small and Medium Enterprise Development Policy 2002

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

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilization of available resources to attain accelerated and sustainable growth.

The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness.

The **overall objective** of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy.

Since the contemporary industrialization base is relatively weak in the municipal, Singida Municipal Council aspires to become a centre for investment and industrialization for sustainable development of the community by 2025. The Municipal Council has the role of coming up with strategic options of using the available opportunities to enhance the capacity of SMEs in the council.

2.3.9 National Agriculture Policy 2013

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

Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 percent of agricultural GDP. Agricultural export crops have been growing at about 6 percent while food crops have been growing at 4 percent. Food and cash crops account for about 70 percent of rural incomes. During the formulation of the NAP 2013, a holistic approach has been adopted in order to move away from the concept of food and cash crops towards agricultural commodities encompassing the two concepts as some food crops are also used for cash earning hence there is no demarcation on whether such crops are cash and/or food crops.

The National Agriculture Policy 2013 also takes into account the existence of huge potential and opportunities for development of the agricultural sector. In this view **Vision** of agriculture policy is: An agricultural sector that is modernized, commercial, highly productive and profitable; that utilizes natural resources in an overall sustainable manner in Eastern and Central Africa that acts as an effective basis for inter-sectoral linkages by the year 2025. The **Mission** is: To facilitate the transformation of the agricultural sector into modern, commercial and competitive sector in order to ensure food security and poverty alleviation through increased volumes of competitive crop products. The **General Objective** is: To develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation.

Since agriculture is the mainstay of Singida Municipal Council's economy. This strategic plan takes into account the existence of huge potential and opportunities for development of the agricultural sector in the Municipal.

2.3.10 National Livestock Policy 2006

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

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

The specific objectives of the National Livestock Policy are to:-

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

Since Singida Municipal council has a total area of 246.1 km² 934% of land is suitable for pastures and grazing of livestock; wit 98% of local livestock breed, the municipal is striving to increase the quantity and quality of livestock and livestock products as raw materials for local industry and export.

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

Singida Municipal Council is committed to effective use of its internal Strength and external Opportunities to address the existing internal Weaknesses and external Challenges that hampers the progress of the citizens in the Municipal. The internal and external analysis was participatory conducted involving key stakeholders in the municipal. Through participatory process abundant strengths, weaknesses, opportunities and challenges were identified. The following is the summary of SWOC analysis of the Municipal Council.

2.4.1. Strength

- Availability of qualified and competent staff
- Availability of functioning by- laws
- Availability of transport facilities
- Availability of good roads networks.
- Availability of well-established sources of revenues.
- Presence of Singidani and Kindai lakes
- Presence of Oxinization centre
- Presence of teachers" resource Centre
- Availability of natural vegetation suitable for bee keeping
- Presence of onion market

2.4.2 Weaknesses

- Inadequate financial resources to implement various plans
- In adequate working facilities and equipment"s
- Inadequate social services delivery infrastructures
- Low workers motivation
- Poor record keeping
- Existence of obsolete administration block
- Low revenue collection from existing sources
- Inadequate of sources of revenue
- Lower level statutory meetings are not conducted
- Absence of lower level offices
- Unpaid low level leaders
- Underutilization of present opportunities
- Enforcement of by-laws
- Unethical conducts by some SMC staff

2.4.3 Opportunities

- Availability of subsidies from Central Government
- Presence of non state actors in supporting dev. activities
- Enough land for town expansion
- Availability of fertile arable land
- Availability of construction materials like stones and sand
- Availability of underground water sources.
- Availability of processing industries like sunflower oil processing mills
- Presence of human capital resource management system (HCRMS) and management systems
- Economical geographical location near big cities like Arusha and capital city Dodoma
- Population increase
- Availability of training centre
- Presence of livestock
- Presence of Veteranian holding ground
- Presence of micro financial institutions
- Presence of trunk road that connect SMC to the neighbouring regions.
- Presence of relevant national and sectoral policies for SMC activities.
- Existence of potential internal and external development partners”
- Presence of Cinema service motor vehicle facility at regional headquarters.
- Referral Hospital under construction in SMC.
- Establishment of wind farm at Kititimo and presence of National Electrical grid in SMC.
- Presence of agriculture and livestock inputs stockiest in SMC town
- Presence of Zonal livestock and agriculture Research Centre
- Presence of statutes in supporting LGA activities
- Presence of good communication network like VODACOM, AIRTEL, TIGO, ZANTEL, HALOTEL, TTCL etc.
- Presence of political stability within the country

2.4.4 Challenges

- Inadequate number of qualified personnel
- Low level of community participation to Development projects
- Climate change and variability
- High rate of environmental degradation
 - Unreliable supply of drugs and medical equipments from MSD
 - Changes of technology
 - Resistance of malaria parasites
 - Disease and pest outbreak for cultivated crops and animals
 - Increase of counterfeit and substandard drugs and other commodities.
- Unreliable market
- Inadequate grant fund for various SMC activities
- Policy changes
- Reluctance in the community for cost sharing
- Unorganized Petty traders
- Increase of none communicable diseases
- Conflicting directives from elected leaders
- Drug abuse among youth
- High level of maternal mortality rate

2.5 Stakeholders Analysis

Stakeholders analysis for Singida municipality involved the process of analyzing any individual, groups of people, institutions or firms that may have a significant interest in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). However, a basic premise behind stakeholder analysis is that different groups have different concerns, capacities and interests, and this need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. The key questions asked during stakeholder analysis were therefore „whose problems or opportunities is the municipal trying to analyze and „who will benefit or loose-out, and how, from a proposed strategic plan intervention the solution is set, the ultimate aim being to help maximize the social, economic and institutional benefits to the target groups and ultimate beneficiaries, and minimize its potential negative impacts (including stakeholder conflicts).

Summary results for stakeholders analysis is presented in the table below.

Table 45: Stakeholder Analysis

N o	Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not met	Rank H=High M= Medium L=low
1	Community members	Identification of needs, planning, designing, implementation on, monitoring and evaluation	Access to improved social and economic services	Low morale in participation in social and economic activities Failure of dev. activities	H
2	Regional Secretariat	Mentoring Supervising Technical advisory	Council provide quality social services	Reporting to the respective authority	H
3	Contractors, suppliers, service provider and consultancy	Implementers of council projects Insure quality service delivery	Profit making Fairness and equal chance in tendering Conducive environment for the business operations	Poor service delivery Lack of competition Collapse of business Delays in project completion Poor quality of project implementation	H
4	Road Fund Board	Provides fund for road works	Value for money Effective use	Reporting to the respective	H

N o	Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not met	Rank H=High M= Medium L=low
			of fund	authority	
5	Sectoral Ministries and MDAs	Provision of policies, guidelines and regulations Technical support	Quality service delivery Adhere policies, guidelines and regulations Ensure Value for money	Delays of development project completion Penult(reduction of fund) Poor quality services	H
6	None State Actors (NGO"s, CBO"s, FBO"s)	Complement development project	Supporting from the Council Sustainabilit y of projects Value for money Community participation	Withdrawal from the project implementati on Delays of project	M
7	Developme nt partners (WORLD BANK, JAICA, Peace Cops)	Financial and technical support	Mutual agreements	Reduction of fund	H
8	Informal sector	Paying taxes Provide services	Conducive environment for the business	Collapse of business Violation of urban	M

N o	Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not met	Rank H=High M=Medium L=low
			Maximum support Profit making	planning Increase of unemployed youth and women	
9	Tax payer	Paying taxes Supporting development activities Conducting business	Openness and transparency Information flow and feedback Good governance Good utilization of tax paid	Failure to pay taxes	H
10	Law enforcers, police, PCCB and Migration	Enforce laws Translate laws Maintain peace & security	Peace and harmonious Maximize collaboration	Insecurity	H
11	Politicians (Councillors & MBs)	Decision makers Formulate and approve laws and by – laws Mobilize community	Maximum collaboration Win for their seats	Holding accountable	H
12	Controller General &	Value for money	Maintaining value for money	Poor performance certification	H

N o	Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not met	Rank H=High M=Medium L=low
	PPRA		Adhering rules and regulation	report	
13	Regions Institution (Christians, Muslims& others)	Spiritual and social mentor	Obedience Peace and harmonious life	Absence of peace Poor contribution on development activities Indiscipline	H
14	Learning institutions	Provide training Conduct research Provide consultancy services	Knowledge and skill development	Increase rate of illiteracy and incompetency	M
15	Council staff	Facilitate service delivery	Established projects are completed and timely funded Good relationship with councilors	Low morale Low efficient in service delivery	H

2.6 Core Values

Effective implementation of Singida Municipal Council strategic plan shall be guided by 4 core values. They will be the enduring beliefs of the Municipal Council and the staffs that inhabit it hold in common and endeavour to put into action.

Values shall lead the Municipal staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite norms for effective and efficient service delivery in the Municipal council. The following are core values that shall guide the implementation of this strategic plan.

- i. A Singida Municipal Council Councilor and/or staff and other stakeholders shall discharge his/her responsibilities efficiently, diligently with discipline and honesty.
- ii. A Singida Municipal Council Councilor and/or staff shall avoid personal conflict of interest in Council business, shall exercise self-commitment and shall abide to the rule of law when executing his/her duties.
- iii. A Singida Municipal Council Councilor and/or staff shall be fair, open, truthful, honest and shall conduct himself/herself in such a manner that will protect the Council's integrity.
- iv. A Singida Municipal Council Councilor and/or staff and other stakeholders shall participate fully in all Councils activities such as revenue collection, municipality cleaning and any other activity that is for the betterment of the Council.
- v. A Singida Municipal Council Councilor and/or staff shall abide to the requirements of his/her respective code of conduct.

CHAPTER THREE

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2009/2010-2013/2014 STRATEGIC PLAN

Review of the Municipal's 2009/2010 – 2013/2014 Five Year Strategic Plan was conducted with the purpose of providing a summary of the implementation status of the previous plan, concentration was made on achievements, constraints and the way forward. Learning from own development experience and other stakeholders. Review processes employed number of documentary review including the municipal quarterly performance review reports, annual progress reports and midterm review reports.

3.1 Major Achievements

- ✓ Productivity of sunflower increased from 1.0 – 1.3 Tons/Ha.
- ✓ Two (2) warehouse systems constructed at Mtamaa B and Mwankoko B Villages.
- ✓ Horticultural Production increased from 25tons/hectare to 27 tons/Ha
- ✓ 50% of extension services (training, pests and diseases control) provided to 8 peri- urban Wards
- ✓ O & OD conducted at the Lower Level Government in initiating development projects in all 18 Wards
- ✓ 3 Extension staffs provided with motor cycles.
- ✓ The pass mark rate in primary schools raised from 55.5% to 72.8% compared to target of 85% by the year 2015.
- ✓ Number of classrooms increased from 396 to 403 as compared to the target of 456 by the year 2015
- ✓ Number of pit latrines has increased from 703 to 1023 by the year 2015

- ✓ Number of desks increased from 7192 to 8,148 by the year 2015
- ✓ Number of chairs has increased from 697 to 823 by the year 2015
- ✓ Performance of form four increased from 40% to 73% in 2015
- ✓ Dropout rate reduced from 30% to 21.81% in 2015
- ✓ Number qualified teachers increased from 50% to 117.19%
- ✓ The school has a capacity to enroll 240 form five students, but it enrolled 502; there is an increase in enrollment by 209.17% by 2015
- ✓ Basic health services are available and accessible in 9 villages by the year 2015.
- ✓ Ongoing construction of two dispensary
- ✓ 2 refuse bays constructed at Stendi street and Misuna bus Terminal
- ✓ Malaria cases reduced from 48 % to 11 % by year 2015
- ✓ HIV/AIDS prevalence reduced from 4. % to 7 4.3% by year 2015
- ✓ New TB cases identified and treated by 85%
- ✓ Outreach and mobile clinic services to all 19 villages conducted hence immunization coverage maintained by 100%
- ✓ 131 Food premises inspected (66) and required to comply with food act
- ✓ Collection of solid waste and liquid waste conducted, 2 trucks for solid waste collection bought and 1 back hoe wheel loader
- ✓ The council has obtained clean report certificate in 4 years consecutively
- ✓ Audit of fixed assets conducted regularly in the period of five years consecutively.

- ✓ Audit of development projects conducted for the period of five years consecutively.
- ✓ 40% of wards enabled to handle legal matters by 2015
- ✓ 70% of Good Governance and rule of law had achieved by 2015.
- ✓ 5 by - laws enacted by 2015
- ✓ 40% of conflicts settled amicably by 2015
- ✓ Monthly procurement reports for all five years were prepared and submitted to CMT for discussion
- ✓ Quarterly procurement reports for all five years were prepared and submitted to finance and administration committee.
- ✓ Procurement services provided to 11 Departments, 3 units and 18 wards in five years consecutively.
- ✓ 411.4km of road stretched routine maintained
- ✓ 150km stretched spot improvement maintained
- ✓ 15 culvert and 2 bridges constructed
- ✓ The 2015 election was peacefully done in all 18 wards
- ✓ 84,500 voters was registered in 18 Wards
- ✓ Academic and professional levels for all establishment posts has been filled by 72%
- ✓ 85% of the Council employees have been able to fill in OPRA forms
- ✓ Office equipment purchased
- ✓ Fund solicited for implementation of projects like construction of new bus stand, mini bus stand, classrooms, laboratories, toilets, dispensaries, teacher's houses, warehouses, water projects, revenue collection systems, contraction of tarmac roads
- ✓ Land development plan prepared in 18 urban wards
- ✓ 7,256 plots were surveyed in different areas to ensure adequate provision of surveyed plots

- ✓ Managed to plan and make drawings for 12,302 plots of different uses in order to control unplanned settlement
- ✓ General planning scheme(GPS) for Singida Municipal Council already prepared and waiting for approval
- ✓ 3 Town Planning staffs attend a seminar on ULGSP
- ✓ Managed to plan regularized and serviced from 30% to 85% in order to control unplanned settlement
- ✓ Own source of revenue has increased to 29% by 2015
- ✓ Revenue collection has increased to 24% by 2015
- ✓ Tax payers has increased more than 50% as own source budget has increased twice
- ✓ The council has received 60% of the fund from the Central Government to provide socio-economic services to community
- ✓ Unqualified opinions (clean certificates) has been obtained
- ✓ Current EPICOR system version 9.5 is in place
- ✓ One Market (1) constructed at Kindai ward and one at Mandewa ward in the process.

3.2 Constraints

- ✓ Members and other stakeholders were not well sensitized to attend statutory meetings at lower level. The level of participation dropped to 42%
- ✓ Lower Level Government administration failure to produce reports of financial income and expenditure to the community members
- ✓ Lower level Government employees were not much integrated in the ICT training programme
- ✓ The Lower level Government employees were not involved in the training programme

- ✓ Shortage of Staff by 28% that reduces level of service provision to the community
- ✓ OPRAS forms were not properly filled and therefore not implemented efficiently and effectively
- ✓ 75% of employees are not aware of Council"s objectives in the budget preparation
- ✓ Low level of skills on data collection at the lower level government
- ✓ Insufficient resource to carry out data collections
- ✓ Inadequate knowledge about monitoring and evaluation framework
- ✓ Poor participation of community
- ✓ Political interference
- ✓ Lack of fund for Compensation on land acquisition
- ✓ Reluctant of tax payers to pay taxes.
- ✓ Inadequate human resources
- ✓ Although number of tax payers has increased, Some tax payers are not willing to pay tax.
- ✓ The central Government has not disbursed the fund to the council as planned.
- ✓ Fund not received.
- ✓ Inadequate number of extension staffs.
- ✓ Inadequate of transport facilities
- ✓ There is many immigrants and some areas are very far from the nearest primary school e.g. Mwachichi, Sundu and Nkuku
- ✓ Shortage of funds and poor involvement of community in projects implementation
- ✓ Target has been achieved, however
- ✓ 78.31% are Arts teachers while only 20.26% are Mathematics and science teachers

CHAPTER FOUR

THE PLAN

4.1 VISION

The vision of Singida Municipal Council is to be a provider of quality and sustainable socio-economic services for the wellbeing of the community by 2025.

4.2 MISSION

The mission of Singida Municipal Council is to provide quality and sustainable socio-economic services through effective and efficient use of available resources for the wellbeing of the community.

4.3 STRATEGIC OBJECTIVES

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

4.4 STRATEGIC OBJECTIVES, TARGETS, STRATEGIES AND PERFORMANCE INDICATORS

4.4.1 Strategic Objective 1

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- E. Good Governance and Administrative Services Enhanced
- H. Local Economic Development Coordination Enhanced
- I. Emergency and Disaster Management Improved

4.4.1.1 Result Area: Administration and Human Resources

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	90 Employees at the Lower Level Government integrated in the ICT training programme by 2020	Establish Capacity Build Task Force Conduct Capacity Needs Assessment Prepare Capacity Building Plan and Budget Approved by Authority Implement and evaluate	Number of employees at the Lower Level Government trained on ICT
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	90 Employees at the Lower Level Government included in the training programme by 2020	Establish Capacity Building Task Force Conduct Capacity Needs Assessment Prepare Capacity Building Plan and Budget	Number of employees at the Lower Level Government received training

Strategic Objectives	Targets	Strategies	Performance Indicators
		Approved by Authority Implementation and evaluation	
C. Access to Quality and Equitable Social Services Delivery Improved	618 staff recruited and 4 Heads of departments and sections appointed by 2020	Prepare Establishment and Budget Request and close follow up of recruitment permits from Central Government Recruit and employ	Number of staff recruited and appointed
	Open Performance Review and Appraisal Forms properly filled by 2,224 employees and implemented by 2020	Conduct training Monitor performance trend Evaluate performance Provide award and more training	Number of employees properly filled and implemented OPRA
	Rehabilitation of Singida Municipal administration block facilitated by 2020	Set budget for rehabilitation Solicit fund	Number of administration
	Responsiveness of minutes submitted from 18 wards facilitated timely by 2020	Conduct training on to heads of departments and sections on minutes responses	Number of wards with timely response on minutes

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	1,664 employees aware of Council's Strategic Plan by 2020	Simplify SP in a simple language at department levels Conduct regular departmental meetings Periodic review of the Plan	Number of employees aware of the Council's Strategic Plan
	Skills development for 2224 staff and 98 elected leaders implemented as per Capacity Building Plan by 2020	Establish Capacity Building Task Force Conduct Capacity Needs Assessment Prepare Capacity Building Plan and Budget Approved by Authority Implement and evaluate	Number of staff and elected leaders trained
	Debts of 35 Employees in Administration Department and other 300 staff related transfer, leave, travel for treatment and training expenses timely paid by 2020	Identify the claiming employees and amount Approve the claims Allocate in the budget Make payment	Number of employees paid
	Utilities paid timely in 6 service providing	Assess level of utilities consumed by each centre Allocation of funds	Number of service providing centers timely

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	centers by 2020	in the budget Establish mode of payment on the following: Electricity bills Water charges Internet bundle Telephone	paid
	17 Council vehicles serviced and insured timely by 2020	Prepare action plan on service and insurance Establish monitoring and evaluation mechanism Set reporting methods.	Number of vehicles serviced and insured timely
	45 staff are transferred to balance the internal establishment for service improvement by 2020	Assess the scope of service provided in the area Assess the required Human resource Allocate funds in the budget for implementation	Number of staff transferred for service improvement
	Quality Services provided by 2,224 Council employees in a free from corruption (practices) manner by 2020	Conduct sensitization meeting to staff Review regularly codes of ethics and conduct Establish Integrity Committee Reporting on quarterly basis	Number of corruption incidences reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		Facilitate training on anti-corruption	
	5 Ward executive offices constructed by 2020	Mobilize financial resources Create community awareness to contribute fund and labour power	Number of ward executive offices constructed
E. Good Governance and Administrative Services Enhanced	90% of statutory meetings conducted in 18 Wards by 2020	Train Village and Mitaa chairpersons and Executive Sensitize members and other stakeholders to attend statutory meetings Allocate funds in the budget Enact By laws Enforce By laws Set criteria and award system for the best Ward/Village/Mtaa authority	Percentage statutory meetings conducted
	Quarterly financial reports prepared and produced timely to the public in 18 Wards by 2020	Train Village and Mitaa chairpersons and Executive on techniques to preparation and produce quarterly financial reports to the public. Sensitize	Number of financial reports timely prepared and produced on quarterly basis

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced		members and other stakeholders to attend statutory meetings Set criteria and award system for the best Ward/Village/Mtaa authority	
	Community members attending statutory meetings increased from 45% to by 95% by 2020	Sensitize Community members to participate in their development plans/projects through statutory meetings Enact By laws Enforce By laws	Percentage of Community members attended the statutory meetings
	Suggestion boxes in 18 Wards in place and operating fully by 2020	Sensitize Community members to understand their rights and obligations Form grievances committees Train committees on grievances handling Establish mechanism for reporting	Number of suggestion boxes in place and fully operating
	Rational methods of obtaining the	Create awareness to employees Set benchmark in	Number of genuine best performers

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	best performer among 2,224 reviewed and practiced by 2020	obtaining the best worker Establish award standards	selected
	Councilors" standing orders observed by 26 Councilors when conducting Council"s meetings by 2020	Conduct training to Councilors Practice in Council and Committee meetings	Number Councilors adhered to the Councilors" standing orders
	72 Mitaa and Village Chair persons paid fully and timely by 2020	Allocate funds in the budget Determine priorities Set pay plan	Number of Mitaa and Village Chair persons paid fully and timely
	15 residential houses for employees constructed by 2020	Allocate funds in the budget Set priorities Set pay plan	Number of residential houses constructed
	3 security guard services companies and security tools procured by 2020.	Allocate funds in the budget Determine priorities Set pay plan	Number of security guard services companies and security tools procured
	Special 1 room for Human Capital Management Information System	Allocate funds in the budget Set priorities Set procurement plan	Number of room constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	constructed by 2020		
	18 Employees contributions submitted timely in the respective Social Security funds by 2020	Identify the payees not on Government payroll Establish the outstanding amount Set pay plan	Number of employees" contributions timely submitted
	1 Administration Block constructed by 2020	Make special budget request Allocate funds in the budget Solicit funds from stakeholders and donors Take loan from LG Loan Board	Number of Administration Block constructed
	18 motorcycles for Ward Executives purchased by 2020	Allocate funds in the budget Prepare procurement plan	Number of motorcycles purchased
	Council Headquarters offices and offices in 18 wards equipped with office facilities by 2020	Allocate funds in the budget Prepare procurement plan	Number of offices provided with office facilities
	Proper record keeping in 2,224 personal files, 200	Train Registry Management Assistants and Office Assistants	Time used to retrieve required documents

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	subject files soft copies in 90 computers practiced by 2020	Purchase stationeries and registry tools and equipments Repair of registry room	
	15 Council buildings maintained and repaired by 2020	Assess the Council building requirements Allocate funds in the budget Establish maintenance and repair plan	Number of buildings maintained and repaired
	1 record centre/Archive constructed by 2020	Allocate funds in the budget Prepare procurement plan	Number of record centre/Archive constructed
	Council 500 square meters surroundings beautified by 2020	Allocate funds in the budget Contract gardening company Procure tools for surrounding conservation	Size of the area beautified
	30 Public Service terminated employment paid benefits timely by 2020	Plan Human Resources forecast Prepare termination action plan for implementation	Number of Public Service paid timely

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced			
H. Local Economic Development Coordination Enhanced	Level of community participation in the development plans increased from the current 50% to 90% by 2020.	Sensitize Community in the meetings Provide support to the ongoing locally initiated projects Maintain Monitoring and Evaluation schedule	Percentage of community participation in the development plans
I. Emergency and Disaster Management Improved	Disaster Management Task Force in place and functional by 2020	Establish Disaster Management Task Force Provide training to the Task Force Allocate funds in the budget	Presence and functionality of Task Force

4.4.2 Strategic Objective 2

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

4.4.2.1 Result Area: Agriculture, Irrigation and Cooperative

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic	Productivity of sunflower increased from 1 to 1.5 Tons/Ha,	Use of appropriate agricultural implements	Number of Tons produced per unit Area.

Strategic Objectives	Targets	Strategies	Performance Indicators
Services and Infrastructure Increased	sorghum from 1.8 to 2 Tons/Ha, tomatoes from 12 to 18Tons/Ha, onions from 10 to 15, cassava from 2.5 to 24Tons/Ha, and sweet potatoes from 2.5 to 4 Tons/Ha by 2020.	such as power tillers, ox-ploughs, Tractors. Use of agricultural inputs (improved seeds, fertilizers, Pesticides).	Expansion of Misuna International Market, Central market and others
	Farmers accessing extension services increased from 65% to 70% by 2020.	Training of Farmers. Provision of agricultural Inputs. Provision of transport facilities e.g. motor cycles, motor cars.	Number of farmers trained
	Eight (8) Peri-urban wards promoted on improved warehouses by 2020.	Construction of one warehouse in each ward. Training on warehouse receipt system to farmers	Number of warehouses
	43 Cooperative societies capacitated on good governance and financial	Facilitate training Mobilize fund	Number of cooperative societies trained

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	management by 2020		
	Average Capital in SACCOS increased from Tshs. 20,000,000 to 40,000,000 by 2020.	To facilitate training to cooperative functionaries	Increased amount of Average capital
	Ten (10) peri urban wards strengthened on extension services by 2020.	Training to the farmers.	Number of farmers trained
	Twenty one (21) Agricultural staffs ensured conducive working environment by 2020.	Provision of transport facilities. Provision of employment Benefits.	Number of agricultural staff provided of employment Benefits.
	Eighteen (18) Wards sensitized on cooperatives activities by 2025.	Conducting meetings to stakeholders	Number of cooperatives established
	Outbreak of plant pests and diseases reduced from 30% to 0% by 2020.	Use of pesticides to control pests and diseases. Use of cultural ways to control pests and diseases such	Percentage of pests and diseases reduced.

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased		as cropping system, selection of site.	
	Number of farmers using Agricultural farm inputs and implements increased from 65% to 80% by 2020.	Training of farmers. Facilitate provision of Loans. Promote establishment of agro vets.	Number of farmers
	Exposition of information and technologies to farmers increased from 60% to 80% by 2020.	Training of farmers. Promote agricultural exhibitions such as Nanenane day.	Number of farmers
	Research and Development Innovations to farming activities increases from 20% to 50% by 2020.	Training of Extension staffs. Conducting of several Agricultural researches	Percentage of research and development Innovations.
	Improvement of crop value of chain increased from 20% to 50% by 2020.	Increase number of processing machines. Use of quality packages	Percentage of crop value chain
	Improvement of infrastructures of three (3) traditional	Rehabilitate infrastructures such as installing of	Number of irrigation schemes Improved.

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	irrigation schemes at Kisasida, Mungumaji and Mandewa Villages by 2020.	pipes, repairing of fallows. Add modern Equipments.	

4.4.3 Strategic Objective 3

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

4.4.3.1 Result Area: Livestock and Fisheries Development

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	All animals are vaccinate by June 2018	Facilitate vaccination of all livestock.	Number of livestock vaccinated
	6 dips rehabilitated by June 2020	Facilitate use of acaricide to the farmers. Facilitate rehabilitation management of 3 dips. Facilitate bio security to farmers.	Number of dips rehabilitated

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Extension services to farmers increased from 6% to 65% by June 2025	Facilitate formation of 18 Farmers' Field Schools (FFS) in 18 villages. Facilitate formation of 54 farmer group. Facilitate 9 motorcycle to 9 extension staff. Facilitate 9 extension kit to 9 extension staff. Facilitate recruitment of 29 extension staff.	Percentage of farmers receive extension service
	Safety, quality and statistics of milk products in Singida Municipal Council improved from 40% to 70% by June 2020	Facilitate contraction of a milk collecting Centre. Facilitate farmers to use modern techniques of milk handling.	Percentage improved of safety, quality and statistics milk products
	Improved handling of 50,000 Hides/skin result to good quality facilitate by June 2020	Facilitate training of 3days to 30 extension staff and 40 hide and skin stakeholder on how to handling of hide and skin. Facilitate 4 youth group on	Number of quality hides/skin produced

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased		hide and skin processing centre. Enforce skin and hides act of 2008 in 13 Wards. facilitate Monitoring and Evaluation of Hides/Skins Interventions 13 wards.	
	Cattle growth rate increased from 55kg/year to 70kg/year by June 2020	Provide artificial insemination to 40 cattle in 13wards. Provide 18 Mwapwa bull to 18 farmer's School field. Facilitate farmer's with modern feedlot and compensatory growth feeding redeem. Facilitate farmers to start cultivation of improved pasture.	Weight gain rate
	Production of milk for local breed cattle and cross	Provide artificial insemination to 50 cattle in 13wards.	Liters of milk produced per day

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	breed cattle increased from 2- 5 liters per day to 5-10 liters per day respectively by June 2020	Facilitate management technique of diary cow to Farmers.	
	Illegal fishing in two lakes of Kindai and Singidani controlled by 2020	Establish rate of illegal fishing Establish control mechanism for illegal Implement mechanism for illegal fishing	Number of lakes controlled with illegal fishing
	Production of local chicken increased from 10chick per hen to 40chick per hen per year by June 2020	Facilitate 18 farmer groups of farmers with cockerels. Facilitate 18 farmer groups with management technique and livestock inputs.	Number of chick per hen Year
	Increased of aquaculture farm knowledge and increase number of fish pond from 10 to 30 by June 2020	Facilitate establishment of 1 aquaculture field school. Facilitate purchasing of 2000 fingerling to aquaculture farmers.	Number of fish pond increased
	All livestock are identified or registered	Facilitate all livestock identification,	Number of livestock identified and

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	according to livestock policy by June 2020	registration and traceability. Enforce livestock identification, registration and traceability act of 2011 (CAP. 184).	registered.

4.4.4 Strategic Objective 4

C. Access to Quality and Equitable Social Services Delivery Improved

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

4.4.4.1 Result Area: Planning Statistics and Monitoring

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	109 staff and 324 WDC members trained on Data management, O&OD and PlanRep system by June, 2021	Conduct training	Number of staff and WDC members trained on Data management, O&OD and PlanRep
	Construction of Commercial and Terminal buildings at Misuna Bus Terminal and Old Bus Stand by June 2021.	Solicit fund, involve all stakeholders	Number of Commercial and Terminal buildings constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	72 general assembly in Mtaa and Villages are sensitized in participatory planning by June, 2021	Conduct general assemblies Sensitize the community to participate on planning	Number of general assemble conducted
	19 Singida Municipal Council Departments/Units Strengthened in service delivery by June 2021	Conduct training to WDC, Civil Society Organizations, HoDs, retooling on office working equipments like (computers, projectors, camera, photocopy machines, tables, chairs for Council meeting hall), induction course to new hires, WEOs, MEOs, VEOs, Committee Clerks and members of land tribunal on land Acts.	Number of departments/units strengthened in services delivery
D. Quality and Quantity of Socio-Economic Services and	One comprehensive Data Management system	Design of data management system Facilitate Contract and	Number of Data management system established

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Working environment in Singida Municipal Improved by June, 2021	Facilitate Construction of theater Facilitate Construction of staff house Facilitate Construction of fence	Number of facilities improved
	Monitoring and Evaluation activities enhanced by June, 2021	Conduct training on monitoring and evaluation Conduct monitoring and evaluation	Number of projects monitored and evaluated

4.4.5 Strategic Objective 5

- A. Services Improved and HIV/AIDS Infections Reduced
- C. Access to Quality and Equitable Social Services Delivery Improved

4.4.5.1 Result Area: Health

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Incidence of HIV/AIDS among OPD case reduced from 4% to 3% by 2020	Conduct testing on HIV/AIDS Conduct Voluntary testing on HIV/AIDS Sensitize community on importance of voluntary testing	Percentage of HIV/AIDS new cases reduced
C. Access to Quality and	Shortage of medicines and	Conduct drug and medicine	Number of patient treated

Strategic Objectives	Targets	Strategies	Performance Indicators
Equitable Social Services Delivery Improved	medical supplies and diagnostic reduced from 51.2% to 45% by June 2020	auditing Community sensitization on Health financing	
	45 dispensaries constructed by 2020	Set budget for construction Mobilise fund for construction	Number of dispensaries constructed
	17 health centers constructed by 2020	Set budget for construction Mobilize fund for construction	Number of health centers constructed
	Infant mortality rate reduced from 3/1000 to 2/1000 by June 2020	sensitize community on health facility delivery conduct child immunization Conduct infant audit and review meeting	Percentage of infant death reduced
	Maternal mortality rate reduced from 199/100,000 to 196/100,000 by June 2020	Conduct Maternal audit and review meeting Conduct Community verbal autopsy sensitize community on health facility delivery conduct training on obstetrics emergency attend ANC	Percentage of maternal death reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		clinic at first 12 weeks of pregnancy	
	Under five mortality rate reduced from 8/1000 to 6/1000 by June 2020	Conduct under fives audit and review meeting Conduct community verbal autopsy Sensitize community on health facility delivery Immunize under fives	Percentage of under fives death reduced
	Peri-natal mortality rate reduced from 11/1000 to 9/1000 by June 2020	sensitize community on health facility delivery conduct child immunization Conduct peri-natal audit and review meeting	Percentage of peri-natal death reduced
	Neonatal mortality rate reduced from 13/1000 to 10/1000 by June 2020	sensitize community on health facility delivery conduct child immunization Conduct neonatal audit and review meeting	Percentage of neonatal deaths reduced
	Environmental health and sanitation in	Strengthened environmental health and	Percentage of health facilities with sanitary

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	health facilities is strengthened from 50 % to 70%.by June 2020	sanitation Health promotion	facilities
	Organization Structures and Institutional Management at all levels strengthened from 42 % to 51 % by June 2020	Strengthened organizational structure management	
	Shortage of skilled and mixed human resource for health reduced from 52 % to 50% June 2020	Recruit skilled human resources Conduct on job training	Percentage of skilled staff employed
	Access to social welfare, health, training and education services to most vulnerable groups improved from 50 % to 55 % by June 2020	Identify most vulnerable Groups Create awareness Construct sober house	Percentage of clients attended
	High prevalence rate of epidemics (cholera, meningitis, plague, Measles, polio, Yellow fever etc) reduced from 34	Conduct vaccination Conduct health education to the community Strengthen emergency preparedness	Percentage of epidemics diseases reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	% to 20% by June 2020	and response unit Increase latrine coverage	
	Shortage of Health facilities infrastructure reduced from 60% to 57 %from by	Construct health facilities Rehabilitate health facilities Construct staff houses Set budget for health equipments	Percentage of health facilities increased
	TB detection rate increase from 50% to 65% by June 2020	Screen TB suspect	Percentage of TB cases reduced
	Prevalence of NCD reduced from 54% to 47% by June 2020	Promote physical exercise Conduct regular body check up Promote health nutritional habit	Percentage of NCD reduced
	Incidence of STIs reduced from 1.2% to 0.7% by June 2020	Promote use of condom Conduct Syndrome management of STI Promote youth friendly services	Percentage of STI reduced
	Incidence of rabies reduced 20% to 18% by June 2020	Ensure all domestic animals are Vaccinated	Percentage of rabies reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		Ensure availability of ant rabies reagents	
	Prevalence of malaria reduced from 6.6% to 3% by June 2020	Promotes use of ITNs Conduct proper diagnosis and management of malaria cases	Percentage malaria case reduced
	Prevalence of Skin diseases reduced from 30% to 25% by June 2020	Conduct health education Conducted screening among target group	Percentage of skin diseases reduced
	Capacity on management of Emergency/ disaster preparedness and response strengthened from 34% to 47% by June 2020	Plan for emergency preparedness and response Conduct PPM on vehicle	Percentage of patient attended

4.4.6 Strategic Objective 6

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

4.4.6.1 Result Area: Primary Education

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	756 primary school teachers trained on HIV/AIDS infection reduction by the year 2020	Mobilize funds from stakeholders involve health department	Number of primary school teachers trained on HIV/AIDS infection reduction
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	54 Corruption fighting groups established in 54 primary schools	Facilitate the establishment of groups by involving The Prevention and Combating of Corruption Bureau (PCCB)	Number of Corruption fighting groups established in primary schools
C. Access to Quality and Equitable Social Services Delivery Improved	Standard 7 pass rate increased from 72.8% to 85% by the year 2020	Provide motivation to pupils and teachers Improve leaning environment Conduct standard 4 national examinations annually. Conduct intensive supervision	Percentage of pass rate increased
	Completion rate in primary schools raised from 68% to 75% by the year 2020	Use by laws Provide motivation to pupils and teachers Improve leaning	Percentage of completion rate increased

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		environment	
	100% Net Enrolment rate in primary schools maintained by the year 2020	Use by laws Conduct census to school age going children	Percentage of enrolment rate maintained
	3000 desks acquired by the year 2020	Mobilize funds from stake holders	Number of desks acquired
	165 teachers recruited by the year 2020	Seek out permit from employment authority	Number of newly recruited teachers
	25 classrooms constructed by the year 2020	Mobilize funds from stakeholders and community at village/mtaa level	Number of new classrooms constructed
	4 Special needs primary schools maintained by the year 2020	Solicit funds from stake holders	Number of special needs primary schools maintained
	Infrastructure for special needs in 4 primary school improved by the year 2020	Mobilize funds from stake holders	Number of special needs primary schools with improved infrastructure.
	10 teacher houses constructed by	Mobilize funds from stakeholders	Number of new teacher houses constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	the year 2020	and community at village/ mtaa level	
	100 pit latrines constructed by the year 2020	Mobilize funds from stakeholders and community at village/mtaa level	Number of new pit latrine constructed
	24 hand washing facilities installed in 24 primary schools by the year 2020	Mobilize funds from stakeholders and community at village/mtaa level	Number of primary schools installed with washing facilities
	5 new primary schools constructed by 2020	Mobilize funds from stakeholders and community at village/ mtaa level	Number of new primary schools established
	One education development fund Established by the year 2020	Conduct mobilization meetings	Number of Education development fund established
	8 playing grounds constructed in 8 primary schools by the year 2020	Mobilize funds from stakeholders and community at village/mtaa level	Number of playing grounds constructed
	Evaluation on literacy rate in	Mobilize funds from stake	Number of mitaa/villages

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	71 mitaa/villages conducted by the year 2020	holders Mobilize public for evaluation Arrange and conduct evaluation	conducted literacy rate evaluation
	Electricity in 10 primary schools installed by the year 2020	Budget for electricity installation	Number of primary schools installed with electricity
	ICT facilities in 5 primary schools installed by the year 2020	Mobilize funds from stake holders	Number of primary schools installed ICT facilities
	18 cultural groups trained by the year 2020	Solicit funds from stake holders including cultural groups themselves	Number of cultural groups trained
	6 type of sports and games competition at district level coordinated by the year 2020	Solicit funds from stake holders Mobilize sports and game competitions from village/mtaa level	Types of sports and games competition at district level coordinated
	47 school committees trained by the year 2020	Mobilize funds from stake holders -facilitate training	Number of school committees trained

4.4.7 Strategic Objective 7

- A. Services Improved and HIV/AIDS Infections Reduced
- C. Access to Quality and Equitable Social Services Delivery Improved
- I. Emergency and Disaster Management Improved

4.4.7.1 Result Area: Secondary Education

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	459 secondary school teachers trained on HIV/AIDS by 2020	Coordinate training Invite facilitators	Number of teachers trained on HIV/AIDS
	Enrollment rate of form one students increased from 90.33% to 100% by 2020	Supervise students enrollment Emphasis free education policy Provide school meals	Percent of enrollment increased
	Form four national examinations performance raised from 73% to 90% by 2020	Monitor teaching and learning process Provide school meals Conduct remedial teaching Motivate teachers	Percentage of performance increased
C. Access to Quality and Equitable Social Services Delivery Improved	Form six national examinations performance raised from 95.4 % to 100% by 2020	Monitor teaching and learning process Provide school meals Conduct remedial	Percentage of performance increased

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		teaching Motivate teachers	
	1 A-level secondary school provided meals allowance monthly by 2020	Provide meals allowance Establish education for self-reliance	Amount of schools provided with meals
	Form two National examinations Assessment are supervised annually by 2020	Supervise assessment	Number of Assessment supervised
	18 dormitories in 18 secondary schools constructed by 2020	Set budget for construction Mobilise community members to contribute	Number of dormitories constructed
	Form four National examinations are supervised annually by 2020	Supervise National examinations	Number of National examinations supervised
	Form six National examinations are supervised annually by 2020	Supervise National examinations	Number of National examinations supervised
	Statutory rights are supplied to 459 secondary	Review claims Supply statutory rights	Number of teachers received

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	school teachers by 2020		statutory rights
	16 secondary schools surveyed by 2020	Coordinate survey Identify amount of compensation	Number of schools surveyed
	40 pit latrines constructed by 2020	Sensitize community Mobilize cost sharing Construct pit latrines	Number of pit latrines constructed
	20 teacher houses constructed by 2020	Sensitize community Mobilize cost sharing Construct teacher houses	Number of houses constructed
	40 school laboratories completed by 2020	Sensitize community Mobilize cost sharing Complete laboratory construction	Number of laboratory completed
	4 school laboratories constructed by 2020	Sensitize community Mobilize cost sharing Construct laboratory	Number of laboratories constructed
	9 Administration blocks constructed by 2020	Mobilize cost sharing Sensitize community Construct	Number of administration blocks constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		administration blocks	
	16 Library be constructed by 2020	Sensitize community Mobilize cost sharing Construct libraries	Number of libraries constructed
	17 secondary schools supplied with computer accessories by 2020	Request for computers accessories Supply computer accessories	Number of computer accessories supplied
	1 vehicle maintained by 2020	Identify vehicle Maintain vehicle	Number of vehicle maintained
	Other charges funds received monthly by 2020	Receive other charges funds	Amount of other charges received
	Capitation grant funds received monthly by 2020	Identify clients Receive capitation grant	Amount of capitation grants received
	9 Administration blocks constructed by 2020	Sensitize community Mobilize cost sharing Construct Administration Blocks	Number of Administration Blocks constructed
	16 Library constructed by 2020	Sensitize community Mobilize cost sharing	Number of Libraries Constructed
	UMISSETA competition	Construct playing ground	Number of UMISSETA

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	conducted annually by 2020	Conduct UMISSETA Competitions	Competitions Conducted
	School fees compensation received monthly by 2020	Identify clients Supply school fees compensation	Amount of school fees compensation received
	17 head of schools received responsibility allowance monthly by 2020	Identify clients Supply responsibility allowance	Number of head of schools received responsibility allowance
	160 Maths/science teachers employed by 2020	Employ Math/Science teachers	Number of Math/Science teachers employed
	2 A-level secondary schools constructed by 2020	Sensitize community Mobilize cost sharing Construct A" Level schools	Number of A „Level schools constructed
	Education Funds established by 2020	Sensitize stakeholders Raise funds	Education Fund established
	5school hostels constructed by 2020	Sensitize community Mobilize cost sharing Construct hostels	Number of hostels construction
	Dropout rate at O-level	Sensitize parents Provide	Percent of dropout reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	secondary school reduced from 20.81% to 5% by 2020	school meals Construct Hostels	
	7 secondary schools supplied with electricity by 2020	Supply electricity Raise funds	Number of schools supplied with electricity
I. Emergency and Disaster Management Improved	Supervise facilitation of disaster management training to 23 secondary school teachers by 2020	Invite facilitators	Number of teachers trained

4.4.8 Strategic Objective 8

I. Emergency and Disaster Management Improved

4.4.8.1 Result Area: Water and Sanitation

Strategic Objectives	Targets	Strategies	Performance Indicators
Emergency and Disaster Management Improved	Ten (10) solar power installed in water projects by 2020	Mobilize community, Mobilize resources,	Number of solar power installed
	Ten (10) rain water harvest constructed by 2020	Mobilize community, Mobilize resources,	Number of rain water harvest constructed
	Water points (WPS) increased from 251 to 520 by 2020.	Mobilize resources. Construct new water point.	Number of water point constructed.

Strategic Objectives	Targets	Strategies	Performance Indicators
Emergency and Disaster Management Improved	Accessibility to safe and clean water increased from 49%-80% by 2020.	Construct Dams and piped scheme. Mobilize resources.	Percent accessibility to safe and clean water increased
	Eighteen (18) water committees trained by 2020	Mobilize community, Mobilize resources,	Number of water committees trained
	Memorandum of understanding between Singida Urban Water Supply and Sanitation Authority (SUWASA) and water department facilitated annually by 2020	Establish MOU	Number of MOU conducted

4.4.9 Strategic Objective 9

C. Access to Quality and Equitable Social Services Delivery Improved

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

4.4.9.1 Result Area: Works

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	154km of road routine maintained by 2020	Prepare and place budget on road fund Mobilize fund on own source Write- up Project proposal	Kilometers of road routine maintained

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	167.4km of road spot improved by 2020	Prepare and place budget on road fund Mobilize fund on own source Write- up Project proposal	Kilometers of road spot improved
	80km of road periodic maintained by 2020	Prepare and place budget on road fund Mobilize fund on own source Write- up Project proposal	Kilometers of road periodic maintained
	7,650m of storm water drains constructed by 2020	Prepare and place budget on road fund Mobilize fund on own source Write- up Project proposal	Meters of storm water drains constructed
	45culverts and 1bridge constructed by 2020	Prepare and place budget on road fund Mobilize fund on own source Write- up Project proposal	Number of culvert and bridge constructed
C. Access to Quality and Equitable Social Services Delivery Improved	5staff trained on new road/building construction technologies by 2020	Attend train on road and building construction technologies	Number of staff trained
	Office Working facilities and	Procure work facilities and	Number of office working

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	equipment/tools provided by 2020	equipment/tools	facilities and equipment provided
	16 wards executive educated on maintain the road	Mobilize together and educate	Number of ward executive educated

4.4.10 Strategic Objective 10

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

4.4.10.1 Result Area: Town Planning and Lands

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	45 detailed plans are prepared in 10 wards by June 2020	Preparation of new town Planning drawings Formalization of informal settlement emphasize community participation	Number of detailed plans prepared
	10,000 plots of different land uses are surveyed by June 2020	Involve public private partnership in surveying	Increased number of surveyed plots
	Number of title deeds provision augmented from 200 per year to 600 per year by June 2020	Encourage the communally through public Meetings to own Land through formal system	Increased number of title deeds

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Ensure land use conflicts are deduced form 196 to 50 by 2020	Increase number of surveyed plots Rise awareness to the community on land laws and regulations through public Hearing.	Number of land conflicts Reduced.
	1784 hector of land bank,2353 hector for industries, investment areas, public uses for urban expansion acquired and compensated by June 2020.	Valuation of land Encourage land developers to acquire land for development	Number land acquired

4.4.11 Strategic Objective 11

G.Management of Natural Resources and Environment Enhanced and Sustained

4.4.11.1 Result Area: Environment Conservation and Solid Waste Management

Strategic Objectives	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment Enhanced and	One Local oxidation ponds excavated and fenced by	Excavate pond and fence Solicit fund	Number of ponds excavated and fenced

Strategic Objectives	Targets	Strategies	Performance Indicators
Sustained G. Management of Natural Resources and Environment Enhanced and Sustained	June 2020		
	One Fence and 2km of internal Manga dumpsite roads constructed by June 2020	Facilitate to construct fence and rehabilitate internal roads	Fence and km internal roads constructed
	Solid waste collected and disposed at dumpsite from 50% to 60% by June 2020	Procure trucks and machines Pay wages for casual labourers Procure sanitary facilities	Percent of solid waste collected and disposed
	Number of household without latrine reduced from 988 to 500 by June 2020	Sensitize community Inspect household Train local artisan Enforce laws Penalty and fine	Number of household without latrine reduced
	Solid waste collection fee increased from Tsh. 100,000,000 to Tsh. 300,000,000 by June 2020	Sensitize stakeholder Enforce laws	Amount of money in Tsh. Collected from Solid waste fee
	Eight transfer sites constructed by June 2020	Facilitate Construct 8 transfer site	Number of refuse transfer site constructed
	18 wards wards	Sensitize & strengthen	Number of Wards and Mtaa

Strategic Objectives	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment Enhanced and Sustained	environmental management committee and 73 Mtaa environmental committees strengthened and sensitized by June 2020	wards and Mtaa Committees. Conduct training on elements of environmental management to 18 wards environmental management committee and 73 Mtaa environmental management committees	environmental management committees trained
	36,000 trees planted at 18 wards by June 2020	Facilitate establishment of tree nursery at schools Facilitate tree planting	Number of trees planted
	Lake Kindai and Singidani beach management units established and trained on lake conservation by 2020	Facilitate establishment of beach management units Enforce environment laws	Number of [Beach management Unit] BMU established and trained
	50 industries inspected by June 2020	Facilitate Inspection of industries	Number of industries inspected
	One Sanitary landfill constructed by June 2020	Write proposal, papers and submit to stakeholders	Number Sanitary land fill constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment		Solicit fund Acquire land by pay compensations	
Enhanced and Sustained	Vector breeding sites reduced from 60% to 0% by 2020	Manipulate environment Kill insect, larva Fumigate residential houses, offices,	Percent of breeding site reduced

4.4.12 Strategic Objective 12

A. Services Improved and HIV/AIDS Infections Reduced

F. Social Welfare, Gender and Community Empowerment Improved

4.4.12.1 Result Area: Community Development and Social welfare

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infection reduced	HIV rate in Singida Municipal Council reduced from 5.5% to	Provide HIV education to community by using cinema show	Number of people test HIV and Prevalence rate

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infection reduced	2.5% by June 2021	social marketing and distribution of condom Use MACs at all levels	
	Own source budget to implement HIV and AIDS activities facilitated by June 2021	Prepare budget to implement HIV and AIDS activities	Amount of money set
F. Social welfare, gender and community empowerment improved	National commemoration days conducted by June 2021	Prepare budget sensitize the stakeholders to contribute	Number of national commemoration days conducted
	Community awareness in gender issues raised by June 2021	Educate community on gender issues	Number of villages and Mitaa educated
	Enrollment in community health fund increased annually by 2020	Mobilise community members	Number of community enrolled in community health fund
	Reliable markets of goods produced by entrepreneurs strengthened by June 2021	Educate entrepreneurs to add value of their products Link groups with institutions like SIDO Mobilize entrepreneurs to participate in	Number of groups trained

Strategic Objectives	Targets	Strategies	Performance Indicators
F. Social welfare, gender and community empowerment improved		Exhibition in order to promote their products	
	Entrepreneurship skills to youth and women groups strengthened by June 2021	Train groups of women and youth on entrepreneurship skills	Number of groups trained
	Community contribution and participation in development activities in 72 villages and Mitaa enhanced by June 2021	Mobilize community to participate and contributing in development projects	Number of development projects established by community contribution
	Capital to youth and women groups acquired by June 2021	Mobilize youth and women to form groups Mobilize youth and women groups to acquire capital from microfinance institutions Train groups to prepare project write ups Provide entrepreneurship education to groups Mobilize groups to organize their resources	Number of groups formed

Strategic Objectives	Targets	Strategies	Performance Indicators
F. Social welfare, gender and community empowerment improved	Youth resource centre established by June 2021	Mobilize resource for establishment of youth resource centre from stakeholders	Youth resource centre

4.4.13 Strategic Objective 13

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

4.4.13.1 Result Area: Finance and Trade

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	All departmental staffs trained about HIV/AIDS Infection Reduction two times in a Financial Year by 2020	Budget fund for training Mobilize fund from stake holders Involve health department	Number of staff members trained about HIV/AIDS Infection Reduction
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	30 registered corruption fighting groups supported by 2020	Mobilize fund from stakeholders Involve The Prevention and Combating of Corruption Bureau (PCCB)	Number of Registered corruption fighting groups supported.

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	5 New sources of revenue added by 2020	Enact by laws.	Number of By laws enacted
	30 By laws reviewed by 2020.	Mobilize stakeholders on the changes intended. Involve Councilors	Number of By Laws reviewed.
	10 staff members trained in professional levels or postgraduate education by 2020	Allocate fund for training purpose Mobilize stakeholders to support training.	Number of staffs trained
	9 peripheral wards to be reachable by road network by 2020 for easy monitoring of revenue collection	Involve Community in Road construction Mobilize stakeholders to support construction of roads	Number of peripheral wards reachable
	Two international markets constructed and 1 local market rehabilitated	Involve Community. Mobilize Stakeholders to support construction and rehabilitation	Number international market constructed and number of local market rehabilitated

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Own source revenue collection increased by 10% from 83% to 93% by 2020.	Put New by Laws into practice Mobilize stakeholders to accept changes of rates and new By Laws.	Percentage increased in revenue collection
	Number of taxpayers increased by 20% by 2020.	Provide entrepreneurship education to the community.	Percentage increase of the number of taxpayers.
	Increase regional contribution to National economy	Ensure good policy enacted	Regional and National economy developed.
	2 large,5 medium and 175 small industries constructed by 2020	Mobilize stakeholders to invest in industries. Sustain Industrial growth.	Number of industries constructed.

4.4.14 Strategic Objective 14

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

E. Good Governance and Administrative Services Enhanced

4.4.14.1 Result Area: Internal Audit

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	4 staff trained on HIV-AIDS issues by 2020	Training of 4 staff on HIV-AIDS issues	Number of staff trained
	8 projects	Establish audit	Number of

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	documents Required for auditing submitted timely by 2020	plan Conduct Monitoring and Evaluation Reporting	projects documents submitted timely
	Reviewed Risk Management document Reviewed by 2020.	Analyse the document Present recommendations	Number of proposed areas to review
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	4 Staff trained on Corruption fighting by 2020.	Facilitate the staff on corruption fighting. Create awareness to staff on ethics and conduct/adhere with public code of ethics.	Number of Staff trained
	Increase efficiency and effectiveness of internal financial controls systems by 2020.	Ascertain that payments are only made on accounts of activities approved by the council through the annual budget	Number of staff observed financial rules and regulations
E. Good Governance and Administrative Services Enhanced	8 finance department staff observe financial rules and regulations in	Ensure that all procedures For payment is maintained all contracted works are paid	Number of departments observing financial rules and regulations

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	authorising funds by 2020.	as per certified work All payment are only made after the verification of coding unit. staff adhere with financial procedures rules and regulations Use by laws	

4.4.15 Strategic Objective 15

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.15.1 Result Area: Information Communication Technology and Public Relation

Strategic Objective	Target	Strategies	Performance Indicator
C: Access to Quality and Equitable Social Services Delivery Improved	1 Council ICT policy and 1 ICT security policy developed by 2021	Develop and implement Council's ICT Policy Develop and implement ICT Security Policy	Number of ICT and Security Policy
	Local Area Network built and maintained in 13 Department and 6 Units by 2021	Carry out ICT infrastructure needs assessment for the field stations Install and upgrade Local Area Network	Number of departmental and units offices connected with LAN/Wireless Network

Strategic Objective	Target	Strategies	Performance Indicator
C: Access to Quality and Equitable Social Services Delivery Improved		(LAN) Install Wireless Network	
	2 Megabit per second Bandwidth provided and maintained to 13 Department and 6 Units by 2021	Procure adequate internet bandwidth & monitoring tools	Amount of Megabit per second Bandwidth provided
	13 Department and 6 Units equipped with efficiently and cost effective working tools by 2021	Develop standard for acquisition, maintenance and disposal of ICT equipment Procure & maintain ICT equipment Install genuine operating systems, Office suites and Antivirus Facilitate sharing of printers, scanners over the local area network	Number of departments and units equipped with efficiently and cost effective working tools
	2 ICT Staffs trained under professional course of CCNA and Windows Server to sustain	Facilitate ICT training needs assessment Carry out regular ICT Basic training	Number of staffs trained

Strategic Objective	Target	Strategies	Performance Indicator
C: Access to Quality and Equitable Social Services Delivery Improved	productivity by 2021		
	4 ICT and 2 Information Officers Staffs Recruited by 2021	Review the ICT Staff Establishment	Number of staffs Recruited
	1 Knowledge-based databases and applications to support service delivery to citizens implemented by 2021	Digitize all main registries in the ministry Automate core business processes Build core business databases	Number of Databases
	90,000 residents of Singida municipality enabled with communication and access to online council information by 2021	Develop and implement a dynamic, database driven Council portal Facilitate online access to Council's website FAQ Upgrade the telephone system to embrace the VOIP technology Install Tele/Video Conference System Purchase Public Address System	Number of People Access Online Information

4.4.16 Strategic Objective 16

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

4.4.16.1 Result Area: Town Planning

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Proper land development plan in 18 urban wards ensured by June 2020	Providing adequate infrastructure to urban residents Formalization of informal settlement	Number of land developers are increased
	10,000 plots of different uses surveyed and allocated by June 2020	Involve Public Private Partnership in land surveyed	Increased number of plots surveyed
	Land use conflict reduced by 2020	Survey land and prepare right of occupancy to land developers	Number of land use conflict reduced
	Action plan for the implementation of municipal master plan prepared by 2020	Finalize preparation of master plan and detailed plan Facilitate preparation of and implementation of an action plan	Number of action plan prepared
	17,625ha of land Bank, Investment area and Industrial zone for urban expansion	Valuate land	Acquired land for land Bank

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	acquired and compensated by June 2020		

4.4.17 Strategic Objective 17

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

E. Good Governance and Administrative Services Enhanced

4.4.17.1 Result Area: Procurement Management Unit

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Six (6) PMU staff trained on HIV/AIDS infections by 2020	Facilitate training of six (6) PMU staff on HIV/AIDS infection	Number of PMU staff trained on HIV/AIDS infection.
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	-Six (6) PMU staff trained on corruption issues by 2020	Facilitate training of six (6) PMU staff on corruption issues	Number of PMU staff trained on corruption issues
E. Good Governance and Administrative Services Enhanced	Office working facilities obtained by June 2020	Procure office working facilities	Number of office working facilities procured.
	PMU office Rehabilitated by June 2020	Rehabilitate two PMU offices	Number of PMU offices rehabilitated
	Procure and	Facilitate	Number of PPA

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	supply 37 PPA of 2011 and Regulations of 2013 to Head of Department, Units and Ward executive officers	procurements	of 2011 and Regulations of 2013 procured and supply to Head of Department, Units and Ward executive officers.
	13 Head of Departments, 6 Head of Units, 18 Ward Executive officers and 25 Councilors trained on Public procurement procedures .	Facilitate Training	Number of Head of Departments, Head of Units, Ward executive offices and Councilors trained public procurement procedures
	Procurement procedures strengthened to 13 Head of Departments, 6 Head of Unit, 18 Ward executive and Councilors by June 2020	Facilitate procurements	Number of departments and sections facilitated
	Six PMU staff trained by June 2020	Allocate funds in PMU the budget for training Facilitate training and workshop of	Number of PMU staff trained

Strategic Objectives	Targets	Strategies	Performance Indicators
		contract mgt to six (6) PMU staff.	

4.4.18 Strategic Objective 18

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

E. Good Governance and Administrative Services Enhanced

4.4.18.1 Result Area: Procurement Management Unit

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and administrative service enhanced.	Number of registered voter increase from 90000 to 100000 by june,2020	Sensitize the community on voters registered to 100000 by june,2020 Conduct Voters education to 18 wards by june,2020	Numbers of Voters" registered.
	2 staffs recruited by 2020	Recruit two election officers by june,2020	Number officers recruited.
	Improved public service delivery to all especially the poor and vulnerable including access to justice from 94	Improve public service delivery to all especially the poor and vulnerable	Percentage increase of poor people and vulnerable accessing to justice

Strategic Objectives	Targets	Strategies	Performance Indicators
	% to 100%.		
B. National Anti-corruption implementation strategy enhanced and sustained	System and structure Established on governance in all wards to uphold the rule of law and democratic, effective, accountable, predictable, transparent, and inclusive and corruption free election at all level by 2020	Implement system and structure of governance in all wards to uphold the rule of law and democratic effective, accountable, predictable, transparent, and inclusive and corruption free election	free and fair election election laws and rules , implemented

4.4.19 Strategic Objective 19

A.Services Improved and HIV/AIDS Infections Reduced

B.National Anti-Corruption Implementation Strategy Enhanced and Sustained

C.Access to Quality and Equitable Social Services Delivery Improved

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

G.Management of Natural Resources and Environment Enhanced and Sustained

4.4.19.1 Result Area: Beekeeping

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	3 staff Trained on HIV-AIDS issues by 2020	Train 3 Staff on HIV-AIDS issues	Number of staff trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	3 staff Trained on Corruption fighting by 2020	Train 3Staff on Corruption fighting issues	Number of staff trained
C. Access to Quality and Equitable Social Services Delivery Improved	3 Staff recruited by June 2020.	Recruit 3 Staff	Number of staff recruited
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Processing and packaging of bee products improved from 50% to 70% by June 2020	Improve Processing and packaging of bee products to 70% .	Processing and packaging of bee products improved
		Increase the number of modern honey processing plants	Number of modern honey processing plants improved
	Equipments and working tools amounting 1,500,000 Tsh purchased by 2020.	Purchase equipments and working tools amounting 1,500,000 Tsh	Number of equipments and working tools purchased.
	Disbursement	Make follow-up	Amount of

Strategic Objectives	Targets	Strategies	Performance Indicators
	of funds conducted timely by 2020		Funds timely disbursed
G. Management of Natural Resources and Environment Enhanced and Sustained	Natural Forest land conserved increased from 2126 hectares to 3000 hectares by June 2020.	Increase forest and land participatory management programs Strengthen 18 ward environmental committees	Hectares of Natural Forest land Conserved
	Natural Forest Conservation education provided in 18 Wards by June 2020.	Provide Natural Forest Conservation education in 18 Wards	Number of wards with Natural Forest Conservation Education
	Tree seedling nurseries increased from 7 Wards to 18 Wards by June 2020	Provide education on importance of tree planting Establish tree seedlings nursery in 18 Wards	Number of tree seedlings nursery increased
	Farmers receive knowledge on modern beekeeping practices increased in from 3420 to 6000 by June 2020.	Introduce Agro forestry programs Conduct training	number of people who receive knowledge on modern beekeeping practices

Strategic Objectives	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment Enhanced and Sustained	7 Beekeeping groups Strengthened by June 2020.	Strengthen Beekeeping groups by June 2020. Conduct training	Number of Beekeeping groups strengthened
	Environmental degradation reduced from 30% to 10% by June 2020	Provide Conservation Education Enforce law and bylaws	Environmental degradation Reduced
	Participation of Youth and women in beekeeping and natural resources undertaking increased from 15% to 30% by June 2020	Increase Participation of Youth and women in beekeeping and natural resources undertaking to 30% Conduct training Form youth and women beekeeping clubs in schools and villages	Participation of Youth and women in beekeeping and natural resources undertaking increased

CHAPTER FIVE

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

5.1 Implementation

The implementation of this plan shall be the responsibility of all stakeholders of the municipal council. The Municipal Executive Director (MED) who is the Chief Executive Officer of the Municipal Council shall be responsible and accountable for the implementation of the Singida Municipal Council (2016/2017 – 2020/2021) Strategic Plan. MED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. The MED with the support of the Municipal management team shall regularly report to the Municipal Council meetings with regards to the Plan implementation and its overall performance.

For the successful coordination of all Strategic areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic plan. Thus, the respective departments and Units/Sections shall be responsible for the day to day operation of the Strategic Planed activities with a helping hand from the key stakeholders from within and outside the Municipal Council. Table 41 shall guide the format of the implementation plan and cumulative budget.

Table 46: Example of implementation plan: Result Area: x

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

5.2 Monitoring

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

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Singida Municipal Council Community including the Municipal Management Team and the Municipal Full Council. Presentations shall be done in order that the progress reports presented are adequately informative, precise and therefore credible, Table 42 shall guide the format of the progress reports.

Table 47: Example of quarterly progress report

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

A part from reporting at the various Municipal Council Committees, there shall be one internal review meeting which will be conducted annually, bringing together the representative of all internal stakeholders to review the strategic plan implementation process.

- Once in two years, these meetings will also involve external stakeholders. These meetings together with the discussions in various committees will provide opportunities to enhance awareness and ownership of the strategic plan.

5.3 Evaluation

In order to assess the plan performance, there shall be annual plan evaluation exercises for the entire plan period. Match activity funding with plan implementation, evaluation and review. It is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are Mid-term evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type

of evaluation is Terminal evaluation to be carried at the end of the planned period using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the Singida Municipal Council Strategic Plan (2016/2017 - 2020/2021) shall largely aim at:

- (i) Establishing whether the Municipal Council is mobilizing adequate resources and the use of such scarce resources is justifiable.
- (ii) Assessing the reasons given with regards to success or failure in achieving implementation targets
- (iii) Understanding whether the Plan implementation is achieving desired impact in fulfilling the Council vision and mission.

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

Table 48: Evaluation Plan

Evaluation	Description	Evaluation Questions	Methodology	Time frame	Responsible
Mid-Term Evaluation	This evaluation aims to measure the realization of intermediate outcomes.	What has been achieved so far in terms of intermediate outcomes? What were the challenges and lessons learnt?	Interviews Observation Focus group discussion Controlled studies Literature reviews	June, 2018	HoD- Planning, Statistics Monitoring and Evaluation
Terminal Evaluation	This evaluation aims to measure the achievement of Planned Strategic Objectives. This evaluation also measures the impact that the Authority has on the public	To what extent have the Planned Targets been achieved? Has Target achievement led to realization of the intended outcomes? What policy, legal and regulatory framework changes can be done to improve the outcomes? What is the percentage of stakeholders satisfied with the services provided by the Singida	Interviews Focus group discussion Controlled studies Literature reviews Controlled randomized studies Literature reviews Surveys Questionnaire	Sept-Dec, 2020	HoD- Planning, Statistics Monitoring and Evaluation

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

5.4 Plan Review

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

Table 49: A Review Plan

S/No.	Years	Planned Review	Time Frame	Responsible
1.	Year 1: 2016/17	Annual Performance review	May, 2016	Head of department responsible for Planning, Monitoring and Statistics
2.	Year 2: 2017/18	Annual Performance Review	May, 2017	
3.	Year 3: 2018/19	Mid-term review	March, 2018	
4.	Year 4: 2019/20	Annual Performance Review	May, 2019	
5.	Year 4: 2020/21	Final SDCSP Outcome Review	May, 2020	

5.5 Internal Reporting Plan

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

Table 50: Internal Reporting Plan

S/N	Types of Report	Recipient	Frequency	Responsible
1.	Council Progress Reports	Management Team, Council standing Committee & full Council	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Audit Report	Audit Committee,	Quarterly	Head of section responsible for Internal Audit
3.	Council workers report	Workers Board Meeting	Bi annual	Head of department responsible for Human Resource and Administration
4.	Council Fraud and Risk Management Reports	Council Management, Finance Committee	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
5.	Council Finance and administration Report	Finance and administration Committee	Monthly	Head of department responsible for Finance
6.	Council Procurement Report	Finance and administration Committee	Monthly	Head of Section Responsible for Procurement

5.6 External Reporting Plan

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 7 external reports provided to external organs; these include: The Council CCM Manifesto

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

Table 51: External Reporting Plan

S/No.	Type of Report	Recipient	Frequency	Responsible
1.	Council CCM Manifesto Implementation Report	Regional Commissioner Officer, Regional Administrative secretary and Ministry Responsible for Local Government	Biannual	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Performance and Progress Reports	Regional Administrative secretary and Ministry	Quarterly	Head of department responsible for Planning,

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

5.7 Risks Management

The elusiveness of the future planned activities for Singida Municipal Council is exposed to the likelihood of unforeseen events that might affect the implementation of this strategic plan. Working towards achieving the vision, mission, strategic objectives and set targets the Municipal council needs an integrated organization-wide approach to manage uncertainty. The municipal council is exposed to various risks of financial, environmental, political, ecological, technological and administrative. In managing such risks adopting an organization-wide approach to risk management shall be a continuous, pro-active and systematic process to managing risks which also implies a significant change in municipal council's management culture at all levels. Communicating and mitigating risk issues at all municipal council levels shall contribute the municipal to achieve the following:

- To increase the credibility of the organization
- Wisely allocation of resources by the management team
- To facilitate innovation field
- To foster a supportive work environment for self-reliance
- To increases efficiency

5.8 Assumptions

The successful achievement of the 2016/2017-2020/2021 strategic plan depends on the existence of the following major assumptions which need close monitoring and timely responded by Singida Municipal Council management.

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

- Improved conditions for effective staff retention and motivation.
- Timely disbursement of fund from Central government
- Continued provision of technical support, policies, guidelines and financial support from respective ministries
- Continues stability and improved economic growth of the country
- Continued good leadership at the Municipal council level

