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PRIME MINISTER'S OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



**KONGWA DISTRICT COUNCIL STRATEGIC PLAN
2011/12- 2015/16**

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EXECUTIVE SUMMARY

This strategic plan is the prerequisite for drawing realistic development plans. It is the roadmap through which the vision and mission of the council is to be achieved and hence realising healthy community livelihood. The document was prepared by a broad minded team of qualified staffs and other stakeholders objectively to ensure the tool is inclusive and bears the interests of the entire Kongwa community as well as the core values and roles of the council to its people. The tool is divided into three chapters whereby the first Chapter provides the background information of the council and it also introduces the basis and the way the strategic plan initiation process went out. The second Chapter analyses the external and internal environment of the Kongwa district council basing on the fore strategic plan performance, achievement and impediments. It is from this section where the performance gaps are identified and carried forward for strategic design and formulation of plans. The SWOC analysis was carried out to came out with several key issues such as reluctance of pastoralists to reduce their herds, Inadequate resources to support livestock management activities, weak cooperative societies, Insufficient social services infrastructure, Inadequate staff, Weak rural financial institutions (SACCOS, VICOBA,etc),Lack of sustainable management of public services and natural and average community participation in development activities just to mention a few.

The last chapter provides the way forward, which is setting the strategies basing on the revealed shortfalls. It entails the broad strategic objectives that need to be embroiled in the next plan of action. In order to realise its vision, mission, the council should strategically Improve extension services and land use plans, increase livestock productivity per herd, Promote alternative livelihood which will encourage stock harvesting and accumulating investment capital, Mobilise and allocate more fund to key priorities, Sensitise farmers to improve production (quantity and quality) and form cooperative societies to gain negotiation platform in the free market economy, Ensure availability of adequate and decent infrastructures, Mobilise and allocate more fund to priority areas, Ensure availability of adequate and decent infrastructures, Sensitise the community to participate fully in the project management process, Capacitate communities to manage their projects, Improve the quality and standard of roads, Encourage farmer to produce more, form and manage their unions sustainably in the market economy, Capacitate the community with financial management, knowledge and skills, Set by laws for sustainable resource use, Promote the culture of living in planned settlements for easy conduct, provision and access to services, Mobilise communities for collective and effective participation in decision making, care and protection of socio amenities and values, Sensitise the community to fight against stigma while availing much services to PLWHIV and the affected as well as attracting and motivating staffs with incentives and decent working environment.

CHAPTER ONE

BACKGROUND INFORMATION AND THE STRATEGIC PLANNING PROCESS

1.1 Introduction

Kongwa District is one of the six Districts in Dodoma Region others are Bahi, Chamwino, Kondoa, Mpwapwa and Dodoma Municipal .The District lies between latitude 5° 30- 6° South and longitudes 36° 15° – 36 East of Greenwich Meridian. Its altitude stretches between 900 and 1,000 metres above sea level, Kongwa town is the District headquarters and is located about 86 kilometres from Dodoma town. The District borders with Chamwino District in the western front; Kiteto District (Manyara Region) in the North; Kilosa District (Morogoro Region) in the East and Mpwapwa District in the southern front.

Historically Kongwa town started out as a centre for German Colonial activities in 1942 following establishment of Groundnuts estates. The choice was strategically made due to fertile soils suitable for groundnuts cultivation and accessibility to road. The town also has historical roots that associate it with the great Gogo tribe as well as the southern Africa freedom fighters. Overtime, the town has redefined and extended its role, eventually becoming a centre for other socio-economic and administrative development in the area.

1.2 Climate and Physical Characteristics

1.2.1 Climate

The microclimate of Kongwa district council is greatly influenced by its altitude. The mean temperature is about 26.5°C, but sometimes temperature can go down to as much as 11°C. The coolest weather occurs in January to June when temperatures fall between 20°C - 33°C. The main rain season is from November-April with an average annual rainfall of 500- 800mm. The temperatures get slightly lower in the months of May to July. The highest temperature recorded is 31c while the lowest temperature is 18 C. The mean annual rainfall is 700mm. The rain season is normally between December and April. Kongwa District lies on leeward side of Ukaguru Mountains. Most of the time, winds from the ocean are dry and run parallel to the land making moisture uncertain to precipitate

1.2.2 Physical Characteristics (Topography, Geology and Vegetative Cover)

Kongwa district is characterized by both its location in a high plateau and hills with steep slopes and an escarpment to the east-west. To the south, the escarpment is very steep. The main catchments area and transportation corridor that serves and links Kongwa District council is by road. The District is underlined by rocks of the Usagara ranges. Similarly, the vegetation cover of Kongwa district generally includes shrubs and spots of acacia and baobab trees while grassland cover the north and north east areas bordering Kiteto District. Light spot forests cover areas close to Kilosa and Mpwapwa District. During dry season most parts of the land is left bare with no grasses due to persistent slash and burn farming methods, overgrazing, tree felling for firewood and charcoal production and forest clearing (Deforestation) for substance farming.

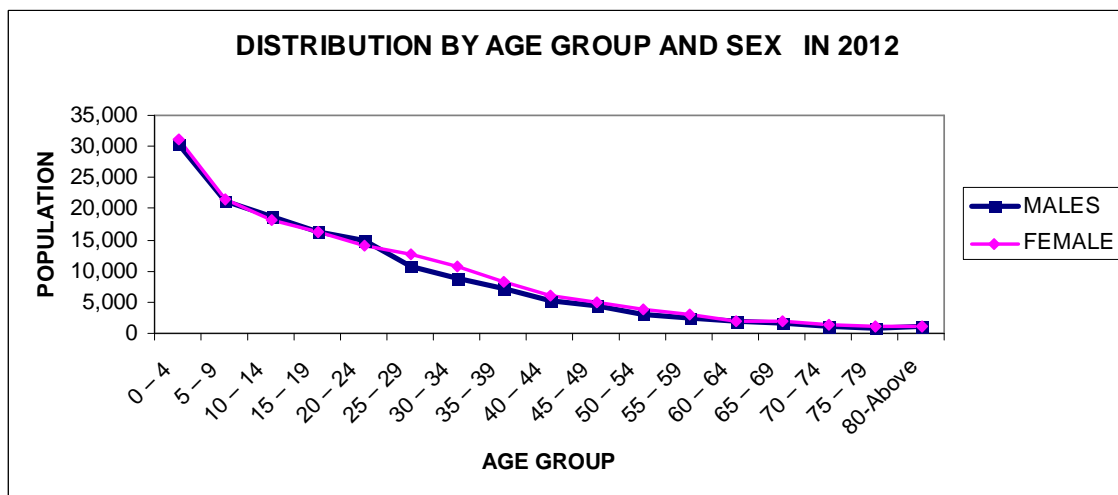
1.3. Population and ethnic groups

The population of Kongwa District is projected to be 313,486 for the year 2012. Out of these, 153,975 are males and 159,511 are females. This population grows at a growth rate of 2.4% per annum. The population of Kongwa district council like other councils in the country has been experiencing a moderate population growth due to sustained rural – urban migration, which is prompted by a search for better employment prospects and natural demographic increase. The dominant tribe in the district is Gogo while others includes Wabena, Waruguru, Wakaguru, Wahehe, Wanguu and many other minority tribes. Table 4 below shows the population distribution by sex and age groups.

Table 1: Population Distribution by Age Group and Sex in 2012

Age Group	Total	Male	Female
All ages	313,486	153,975	159,511
0 – 4	57,704	28,758	28,946
5 – 9	49,808	25,128	24,679
10 – 14	33,844	17,001	16,843
15 – 19	33,432	16,597	16,835
20 – 24	30,596	15,714	14,882
25 – 29	24,460	12,574	11,886
30 – 34	19,654	8,755	10,899
35 – 39	15,427	7,026	8,401
40 – 44	12,923	5,971	6,952
45 – 49	9,449	4,358	5,091
50 – 54	7,943	3,570	4,373
55 – 59	5,140	2,332	2,808
60 – 64	4,215	1,966	2,249
65 – 69	2,909	1,363	1,546
70 – 74	2,550	1,182	1,368
75 – 79	1,464	6,63	801
80-Above	1,968	1,017	951

Source: “The United Republic of Tanzania 2002 population and Housing Census”



1.4 Economic Setting and Social Services

Economic activities in Kongwa district council are mainly Farming and livestock keeping as well as informal sector activities. The informal sector; which employs few people and predominant in township areas, mainly encompasses trade activities and artisan undertakings. Social services are provided in collaboration with private sectors and it is satisfactory. Economic activities in Kongwa district council are mainly Farming and livestock keeping as well as informal sector activities. The informal sector mainly encompasses trade activities and artisan undertakings. The economic activities outlined above can be grouped into medium and small-scale categories.

On the whole, access to economic opportunities can be said to be relatively well balanced for both men and women, especially in the town centres, vividly notable in informal sector where in some cases women dominate. Nevertheless, the gender balance may be distorted by the inability of women to make use of some available opportunities. It is notable for example, that, currently access to building plots (land) in the council avails equal opportunity to both men and women. However, men have more control of land, including building plots. Since a majority the heads of households are men they even control collection of rent, in the case of rented houses.

1.5 Administrative Aspects

The ward administrative units are co-ordinated by a Ward Development Committee (WDC) which links them to the council through elected ward councillors as well as the member of parliament for the constituency under which the council falls. The Ward Development Committee is composed of Village leaders, the Ward Councillor, Ward and Village Executive Officer who are government employee.

1.5.1 Administration Area

The District occupies an area of 4, 041 square kilometers. It has 3 divisions, 22 wards, 74 villages and 312 vitongoji. It portrays tropical climatic conditions with high temperatures from September to March when the sun is in the southern hemisphere. The temperatures get slightly lower in the months of May to July. The highest temperature recorded is 31c while the lowest temperature is 18 C. The mean annual rainfall is 700mm. The rain season is normally between December and April. Kongwa District lies on leeward side of Ukaguru Mountains. Most of the time, winds from the ocean are dry and run parallel to the land making moisture uncertain to precipitate

1.5.2 Political Status

The District has 5 viable political Parties namely Chama Cha Mapinduzi (CCM), Chama Cha Demokrasia na Maendeleo(CHADEMA), Civic United Front(CUF), Democratic Party(DP) and Tanzania Labor Party(TLP). There are 22 Wards each represented by one elected councilor –all of whom come from CCM. There are also 8 nominated councilors for special women seats accounting to 26.7% of the total councilors and all come from the same part – CCM that won the general election. There is one parliamentary constituency and therefore one Member of Parliament (MP).

Table 2: Number of Representative by Sex 2010

Leaders	Male	Female	Total
1. Member of Parliament	1	-	1
2. Councilors –Elected Seats	22	-	22
3. Councilors - Special Seats	-	08	08
Total	23	08	31

Source: Kongwa District Council 2011

1.6 Poverty Level

Poverty can be measured in terms of capability by an individual or community to met basic human needs which includes food, safe drinking water, sanitation facilities, health, shelter, education and information. All of these are normally contextualized in income level and accessibility. When all of the above are not met by a particular community, then that community is absolutely poor (Absolute poverty). Income poverty among the communities in Kongwa district varies from one individual to another. This depends on individuals' capacity and effort to grasp/ grab and utilize the available resources and opportunity. However when one want to determine poverty in term of accessibility to social services, there is progressive improvements since 52% of people in Kongwa district gets safe water closer to their premises; every registered village has a school; there is a secondary school in every ward (there are 24 secondary schools in 22 wards) where accessibility is 100% free to all children of the required age and qualification/quality.

The council has 51 health facilities (including those owned by private partners) in 74 registered villages; trunk roads are passable throughout the year; there is good coverage for communication network and that during good rain season the district is self sufficient in food requirement. Shelter and sanitation performance is slightly low as it is mostly hampered by income index which is lower among a significant proportion of the district population-the peasants. This is the reason why the district; supported by the central government and other partners, is persistently and broadly capitalizing on improving agriculture production which is the main economic frame of peasants. By raising peasants production and income level will enable them to afford good shelter and access decent social services and hence realizing a good score in poverty reduction.

The dependency proportion (number of children per household) is another measure of poverty which is also influenced by other factors like fertility rate. Referring to the population projection figure (Table 1), 56% of Kongwa district council's populations are children of age below 19years. This means that more than half of the population is non-productive; they are children in schools who depend on their family and household relatives. Similarly, farmers in the district still depend on rain fed production which is erratic; livestock are almost all indigenous breeds of low productivity and hence with undetermined contribution to households' income. All of the above indices as explained earlier put the council not at a relatively good position in terms of poverty ranking. Its people are still poor though not enormously and that is why the council is strategically working hard to improve people's welfare in all aspects and extremity as this plan reveals.

1.7 Gender Scenario

Equal setting and participation of men and women in socio-economic aspects is spelled out in the constitution of the United Republic of Tanzania and several measures of varying pace have been taken after the Beijing conference in 1995 to scrutinize the strategies. With all these efforts, gender status in Kongwa district is still moderate, women are still keeping low profile in many social and economic adventure. Features of patriarchal and stereotype in decision making, property ownership and work modalities are still high up and vivid. The elect councillors' composition exemplifies the social – political participation of women in decision making and leadership as compared to men (Table 2). There are no elect women councillors (all are special seat). Although there are no official figures established; yet by reconnaissance property ownership at household level is skewed to men with few exceptionality for those women inherited from their relatives, households headed by women and widows where relatives of the deceased husband are considerate and gender conscious.

Gender equity is normally based on community enlightenment which is configured by education level, cultural bondage, individual characteristics and society dynamics. Illiteracy; which is high in women, (District literacy rate is 66%) and cultural bondage in Kongwa still play a pivot role in gender imbalance particularly in remote/peripheral rural areas. Women are still working in low rated wages and unpaid jobs like community managing roles (home caring, cooking in funerals, weddings and public projects). During public work execution; which is unpaid, women representation is higher. Women tops the representation when the work itself is done manually, but when work involves use of machines like tractors and lorries for sand, water, stones and bricks ferrying; men volunteers. In that attributes women suffers more in public projects execution as manual works normally takes longer time and humiliates.

With all such gender inequality dots in Kongwa, The council is striving to enhance gender equity by sensitizing and encouraging communities to enrol girls as much as possible in both secondary and primary schools; increase women representation in leadership structure, increase women participation in the available economic opportunities as well as discouraging bad norms and culture. Through this effort, a brilliant sign have seen as many women are now coming up in few women's income generating activities in townships of *Kongwa, Mlali, Mkoka, Kibaigwa, Pandambili, Hembahemba* and other areas. Women are currently participating in works initially were considered masculine, eg. Road maintenance, concrete mixing and other construction works. Women are contesting in leadership electoral seats as it happened in Hogoro and Kibaigwa during 2010 election. Today we have villages with significant number of women in their village government committees and their contribution is remarkable; *Chitego* village is a good example where by the chairperson is the lady.

1.8 HIV/AIDS Situation

Kongwa district council has continued to strive to reduce HIV infection since the introduction of the disease in the area. To date the number of people living with HIV/AIDS in the district is 2,405 among them those who are on the stage of taking ARVs are 801. The prevalence rate among blood donors is 4.2%. The district has five centres providing CTC services.

1.9 Justification for the Strategic Plan (2011/2012 – 2015/16)

Following the end of tenure of the previous five year strategic plan 2006/2007 to 2010/11; Kongwa District Council decided to review some of the components through use of the staffs before calling for a in-depth and broad involvement of district development stakeholders to comprehensive deal. The 2011/2012-2015/2016 strategic plan therefore is prepared after reviewing the previous plan on the basis of the achievements and impediments in order to bring about positive, efficiency and effective functions to mitigate external and internal challenges. A revised Plan embraces optimal use of the limited resources while exploiting the emerging development opportunities to realize the vision of the district.

1.10 The reviewing Process

A Task Force comprising of all Heads of departments (HoDs) and units (HoSs) was formed by the Council's Coordinating Office in order to provide information and share experience in the context of departmental functioning and services provision level to the community. The task force reviewed the implementation of the previous strategic plan against the achievements and obstacle. This activity therefore formed one of the key inputs to the preparation of the five year development plan (2011/2012 – 2015/2016).

The process included consultations with several stakeholders including staff and section of the council community using focus group discussions, observations and council's progress reports. An analyses of the external (The opportunities and challenges) and internal (The strengths, weaknesses) environment of the council was made to identify the enabling as well as the impeding factors for focused setting of the second Five Years Strategic Plan. This process availed them with much information and ideas that helped the Team to come up with issues of priority and therefore constituting a focus for the Kongwa District Council reviewed strategic Plan (2011/2012 – 2015/2016). Through this process with consultation and incorporation of various comments, the team finally; came up with a final draft document aiming to improve and guide the next five year council development plan and annual plans preparation processes which are regularly produced and submitted to the relevant organs of the council for approval.

CHAPTER TWO

ANALYSIS OF EXTERNAL AND INTERNAL ENVIRONMENT FOLLOWING THE IMPLEMENTATION OF THE 2005/06- 2010/2011 STRATEGIC PLAN

2.1 Overview

This chapter reviews the features of existing external and internal environment which have had an impact to the operations of the Kongwa District Council. The analysis of external environment encompassed international and national opportunities that influences operations of Council in services delivery while the analysis of internal environment looked at the current performance strength and weaknesses the Council has in the course of implementation of the past five years strategic plan.

2.2 External Environment

The general external environment analysis around the Council went beyond the nation's boundary to include the international environment. The external environment was therefore analyzed in order to understand the external contextual setting and hence enabling the Council to be responsive to the relevant and changing environment emanating to complex and dynamic problems and challenges.

2.2.1 The Millennium Development Goals (MDGs)

The MDGs are globally shared and hence attracting international concern and commitment of resources for equity and sustainable human development. The goals are within human development context, vision, mission and values of the Council. They focus on extreme poverty eradication; improvement of maternal health; universal education; environmental sustainability; combating HIV/AIDS; malaria and other diseases; improvement of access to clean and safe water and promotion of gender equality and women empowerment. Therefore presence of the MDGs is an opportunity that will pushes the country as well as the district to allocate much resources and effort in collaboration and support from the international community to realizing better services relatively to other nations worldwide.

2.2.2 National Development Vision (2025) and strategy for growth and reduction of poverty (NSGRP/MKUKUTA)

Like the MDGs; the establishment of the Tanzania National development vision 2025 and NSGRP II is another opportunity through which the council can get on board while enjoying collectivity, rational and equitable national distribution of development resources. It is through the same vision and strategy where the national resources are shared in order to realize collective national development concern.

2.2.3. Good Diplomatic relations and National Peace and stability

National stability, Peace and unity, good governance as well as the Tanzania's good diplomatic relation are national and international feature laying ground for human prosperity and development. These attract and expedite the process of attracting investment capital as well as attaining international humanitarian support to the country and its population.

2.2.4 Tanzania Five Years Development Plan (2011/12 – 2015/16)

The major goal of First Five Year Development Plan is to unleash the country's resources potentials in order to fast track the provision of basic conditions for broad-based and pro-poor growth. The main objectives of First Five Year Development Plan are to improve the physical infrastructural networks and human capital in order to hasten investment for transformation of the country's production and trade supply structures (agriculture, manufacturing and services), and foster Tanzania's competitiveness. This is another window through which, as stated above; the council may enjoy proportionate share of resources mobilized national wise and sliced regionally down to the grassroots

2.2.5 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

This is another enabling environment for the council to improve productivity and profitability of the agriculture sector which is the vast employer of people in Kongwa district council. The factor is considered external due to the fact that it emerged nationally with resolution to embark on KILIMO KWANZA as Tanzania's Green Revolution to transform agriculture into a modern and commercial sector; to integrate KILIMO KWANZA into the Government machinery; to mobilize the private sector to substantially increase its investment. Generally the initiative calls for

- > Political will to push agricultural transformation,
- > Enhanced financing for agriculture,
- > Institutional reorganization and management of agriculture,
- > Pattern shift to strategic agricultural production,
- > Land availability for agriculture,
- > Incentives to stimulate investments in agriculture,
- > Industrialization for agricultural transformation,
- > Science, technology and human resources to support agricultural transformation,
- > Infrastructure Development to support agricultural transformation, and
- > farmers to support and participate in implementing KILIMO KWANZA national wide

2.3 Internal Environment

2.3.1 Human resource and Administration

Presence of adequate and qualified personnel is the key for effective operation of any organization. This enables effective and efficiency implementation of planned activities and hence realization of vision, mission and the set objectives of the organization. The department is responsible to coordinate staff recruitment, selections, placement, confirmation, promotions and transfers, administer salaries and process payrolls for the entire council. It is the very pivotal unit which assess and review human resource performance and ultimately the overall council performance in the context of staff capacity to deliver the required services to the community. It is the same unit which has to report the status of the council whether the staffs are inadequate in number or qualification in each of departmental sections as per establishment requirements; as well as the working condition and facilities for the staffs. Currently the council have short of qualified staffs and working facilities in various departments; the shortfall which need to be included in the plans yearly.

2.3.2 Community Development, Social welfare and Youth

The community development, social welfare and youth department has a role of enabling communities to develop themselves by mobilizing their efforts into the self help projects for the purpose of eradicating poverty and building the self governing communities. The department is responsible for collecting information/data useful to the council, sensitization, use of improved technology, building a self help spirit among community members, provision of credit to women and youth economic groups, conducting small entrepreneurship training, village level planning, lobbying and advocacy to vulnerable groups (disabled, most vulnerable children, People living with HIV/ AIDS and elders) and ensure equal distribution of resources to both men and women (gender issues). Inadequate working facilities (transport), limited fund, Low women participation in planning process and Low pace of community contribution in development projects impair performance of the department and the council at large. These are among the internal constraints impeding community development in the district.

2.3.3 Health Services delivery

The district has one district hospital with 110 beds. There are 4 government health centres and 42 dispensaries. By including 5 private health facilities, the district has 51 health facilities in total. The management and control of these health service facilities is under the consent of Kongwa District Council in department of health. The current status indicates that about 64% of the District population is served by health facilities within 5 Km walking distances. The common ten diseases in the district are malaria, respiratory tract diseases, venereal diseases, and diarrhoeas, trachoma and skin diseases. Others are anaemia, worm, ear and urinary tract infections.

2.3.4 Agriculture, irrigation and cooperative services

2.3.4.1 Agriculture

Agriculture is the major base for economic activities in Kongwa District to which subsistence farming and livestock keeping (local breeds) are dominant mode of production. A significant number of people in the district still use poor farming methods and implements, such as hand hoes to till the land. Generally agriculture sector is still characterizes by low productivity caused by low and erratic rainfall, high rate of evapo-transpiration and low moisture holding capacity of the soils. This condition is compounded by poor farming methods, poor technology, overstocking and overgrazing which lead to soil degradation and hence poor productivity and earnings. The total arable land for agriculture in the District is 363,691 hectares but only 258,690ha are rotationally put under cultivation. There is a total of 5,811 hectares of land which can be used for irrigation, but only 295 hectares are cyclically cultivated using traditional canal irrigation. There are 578 tractors and 3,755 ploughs in the District, while number of agriculture extension staff is currently 87. The main food and cash crops grown include among others maize, millet, groundnuts, sunflower, beans and horticulture crops along streams of Tubugwe and Chamkoroma villages.

Table 3: Crop production trend for season 2006/07 to 2010/11

Crop	2007/08 Season				2008/09 Season				2009/10 Season				2010/11 Season			
	Target		Actual		Target		Actual		Target		Actual		Target		Actual	
	Ha	Tonns	Ha	Tonns	Ha	Tonns	Ha	Tonn	Ha	Tonns	Ha	Tonn	Ha	Tonns	Ha	Tonns
Maize	57,978	81,824	56,818	76,867	58,000	87,000	56,818	7,756	58,000	87,000	61,482	30,741	61,200	91,800	48,960	73,440
Sorghum	40,702	44,770	30,528	28,179	40,700	40,700	30,528	10,706	40,700	40,700	25,2434	12,617	43,600	43,600	34,880	34,880
B/Millet	1,872	786	1,966	826	1,872	935	1,966	974	1,870	935	1,702	212	2,100	1,050	1,680	840
Cassava	4,906	12,265	3,827	4,975	4,906	9,220	4,827	7,376	4,610	9,220	1,337	2,674	4,900	9,800	3,920	7,840
Beans	747	448	149	134	750	562	149	38	750	562	149	37	750	562	600	450
C/peas	428	321	179	134	428	322	168	45	430	322	171	43	590	434	472	348
B/Nuts	158	110	71	50	158	112	71	18	160	112	71	9	-	-	-	-
S/Potatoes	-	-	-	-	1,117	7,050	2,545	0	850	6,800	18	144	960	7,680	768	6,144
G/nuts	12,960	9,072	10,134	8,618	12,960	9,720	14,312	2,776	12,960	9,720	6,739	9	13,900	10,425	11,120	8,340
S/Flower	3,627	3,990	3,808	4,189	3,627	4,356	3,808	3,484	3,630	4,356	2,178	708	4,300	5,160	592	200
Simsim	176	88	73	37	176	75	73	15	150	75	144	58	150	75	120	60
Total	123,710	160,052	107,052	126,539	124,850	160,052	115,595	33,188	124,110	159,802	326,425	47,252	132,450	170,586	103,112	132,542

Source: Agriculture and Livestock department 2011

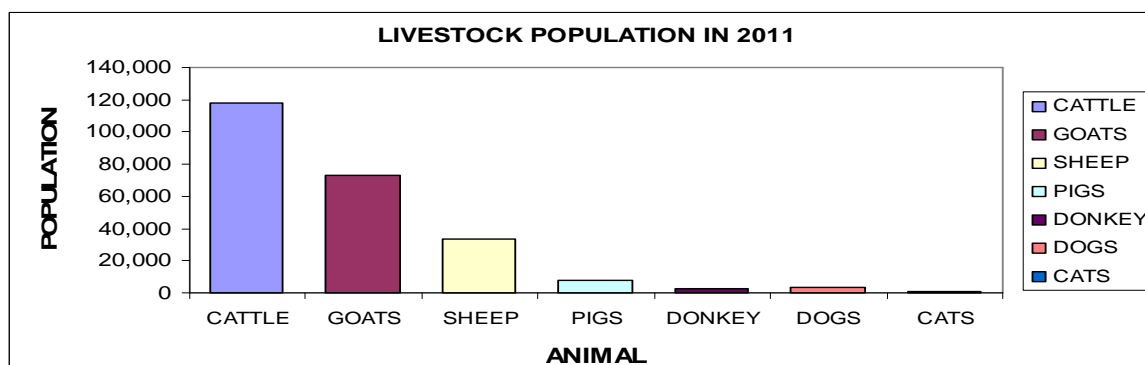
2.3.4.2 Livestock services

Livestock form an important part of family wealth and savings; they provide an essential source of income for the livestock owners. The current estimates of economical livestock population stand at 117,599 for cattle; 73,196 for goats; 33,896 for sheep; 7,690 Pigs and 2,680 donkeys. There are 376,877 chicken and 5,627 ducks.

Table 4: Livestock Population (2011)

Livestock type	Population	Percentage (%)
CATTLE	117,599	48%
GOATS	73,196	30%
SHEEP	33,896	14%
PIGS	7,690	3%
DONKEY	2,680	2%
DOGS	3,744	2%
CATS	866	1%
TOTAL	239,671	100%

Source: Agriculture and livestock department (2011)



Livestock keeping is the second main activity in the district, Most of livestock keepers' uses free range grazing system and indigenous breed is common and its productivity and quality is low. Due to extensive availability of land very few farmers practice zero grazing. Currently the district has started to facilitate farmers to improve the local breed through use of Artificial insemination technique (AI). However, livestock infrastructures/facilities and extension services are still inadequate, overstocking is still causing degradation.

2.3.4.3 Cooperatives services

The district also places considerable emphasis on trading activities particularly in the trading centres of Mkoka, Kibaigwa, Pandambili, Kongwa, Mlali and Mbande. These and other centre are steadily growing and invigorating agriculture production, commodity trade shops, guest houses construction, bars and livestock selling. Kongwa ranch provides best quality meat in the country due to its unique pasture and veterinary care to its stocks. There are presently 26 registered co-operative societies in the district of which 18 are saving and credit cooperative societies (SACCOS) and other 8 are service providers. There are 6,344 cooperative members with 64,848 shares valued 478,677,209 Tshs. and deposit amounting to 300,403,781 Tshs while saving are 147,058,878 Tshs.

The section plays the role of inspecting co-operative societies, mobilizing communities to form cooperative societies, providing advisory and capacity building services on how to run cooperative societies; management and book keeping, facilitating audit and collecting proper information related to marketing within and outside the region. Like in the other departments, the section faces many challenges which need substantial attention. Some of these include lack of sustainable and viable cooperative financial institutions, poor leadership and management of cooperative societies. Untimely and insufficient funding from the council's own source and central Government, lack of reliable source of income; inadequate staff and working facilities also weaken operations of the section.

2.3.5 Land and Natural Resources

2.3.5.1 Land

This is the most important factor for human development as all development (social, economic, political, environmental and administrative) activities depend on to flourish and function. Similarly it is the bearer of various natural resources such as water, vegetation , soil, wildlife, minerals and man-made infrastructure such as shelter, transport and communication network which are meant to facilitate human life. Therefore land is the only resource which every person whether in urban or rural can use and occupy to produce various products for their daily livelihood. Land sector is responsible for facilitating and regulating transfer and ownership environment on land for individuals, groups, communities as well as the public such that other sectoral development activities are smoothly allowed to function after securing adequate land space. Land sector is dealing with the planning, surveying and valuation, preparation of renewal and allocation of plots and issuance of certificate of rights of occupancies for various land uses. However, currently the council is facing several challenges including squatters and increased land pressure for settlement and farming, inadequate fund for survey and plot allocation, shortage of staff and reluctance of people for cost sharing on land activities.

2.3.5.2 Natural Resources unit

The district has 161,640 hectares of land and 172.98 square kilometres of natural forests. There are 2,253 beehives; 555 improved and 1,698 traditional beehives producing about 33,255 kilograms of honey per annum which fetches considerable amount of income to the community. Under such context natural resources have significant roles to play in improving wellbeing of the community towards changing lives of the people through supply of building material, energy and generation of income for eradication of poverty. Due to their significance to the society, the unit is responsible to make sure that natural resources are managed and utilized in a sustainable manner and for the benefit of the whole community. The sector also plays the role of generating income for Kongwa District Council by collecting royalties from harvesting of natural resources. However, the unit is constrained by numeral issues such as inadequate funds to facilitate community based forest management, competing development needs like shelter improvement and other development infrastructure, farm field expansion and shifting cultivation, shortage of staff and other work facilities.

2.3.6 Water supply services

Kongwa district council is striving to ensure provision of adequate safe and clean water to the community. The type of water sources available vary from unprotected natural springs, protected gravity schemes, bore holes and temporal surface water bodies. Currently water supply level is up to 52% of the entire population which means that the service level is still low. The table below shows the status of water supply trend from the year 2005 to date

Table 5: The trend of Water supply services from 2005 to 2011

S/N	Description	2005/06	2006/07	2007/08	2008/09	2009/11
1	Number of water sources /projects	44	46	47	52	52
2	Working water sources	34	40	43	50	51
3	Sources not working	7	6	4	2	1
4	Number of boreholes	31	31	42	42	42
5	Working Boreholes	26	28	32	36	40
6	Boreholes not working	5	3	10	6	2
7	No.of people getting safe and clean water within 400m	113,036	124,500	132,742	149,618	159,878
8	Number of people without safe and clean water	175,534	164,070	155,828	138,952	153,608
7	Number of villages with water committees	43	48	56	60	62
8	Villages with wáter fund	37	47	50	54	56

Source :Water department 2011/12

In order to ensure the National water policy of 1991 with its amendments in 2002; is implemented well; Kongwa district council is striving to ensure that the policy statement/ prerequisite to ensure supplying clean, safe and potable water within 400m walking distance and within acceptable standards is achieved. This is done through involvement of the community and private sectors the emphasis being sustainability and integrating water supply with sanitation and Hygiene education. However, challenges that still remain includes the capacity of the community to manage operation of the schemes while providing services at affordable cost by the entire community as well as the

environmental degradation and climatic changes that has been reducing the sources production capacity. Shortage of funds, staff and working equipments are some of the setbacks to met the targets.

2.3.7 Finance and Trade

2.3.7.1 Finance

The department of finance is responsible for keeping financial records for the council transaction. Collection of council revenue for both Own source and Government Grant, is done through the department. It is the unit which makes sure that the revenue and payments goes as per approved budget. The department (sector) has 4 Section that is: Revenue section, Expenditure section, salaries section, pre Audit Section and final accounts section. All these sections are headed by District Treasury (DT) and each Section have Head of section who reports to District Treasury for any matters regarding his/her section. Currently the council is not performing well in terms of revenue collection as well as identifying and development of new income sources which means the council still has low capacity to support some of the development activities through use of its own resources.

2.3.7.2 Trade

Trade is one of the sections in finance and trade department. Trade section is concerned with promotion and strengthening private sectors by improving efficiency and effectiveness of entrepreneurs, small scale industries, traders, local markets, business registration, issuances of business licenses and inspection of license in business premises. It is the same unit that inspects weights and measures and quality of different products in collaboration with other entities. The major function of the trade sector is to integrate the community into the global economy through trade. Trade development strategies need to respond proactively to the emerging opportunities and challenges and address divergences between supply capacity and the demands of a converging global market. The sector is challenged by lack of entrepreneurship education and book keeping knowledge to small traders, income generating groups and inadequate market information system to the community.

2.3.8 Procurement Management

Development by devolution is the process intending to devolve authorities and functions to the grassroots. Many development activities are currently managed by the community in order to ensure sustainability of the projects and services. In that case the community needs to be informed and knowledgeable with all matters pertaining to the procurement processes particularly to procurement of works done at the low level (Villages). However the supervision and information dissemination has been not effectively furnished due to lack adequate means of transport for its staff during day to day village activities, as a result there has been violation of procurement procedure and processes for works and services.

2.3.9 Primary and Secondary education services delivery

2.3.9.1 Primary education

(i) Pre- Primary School

The District has a total of 112 kindergarten schools with a total number of 8,543 pupils (4,291 boys and 4,252 girls)

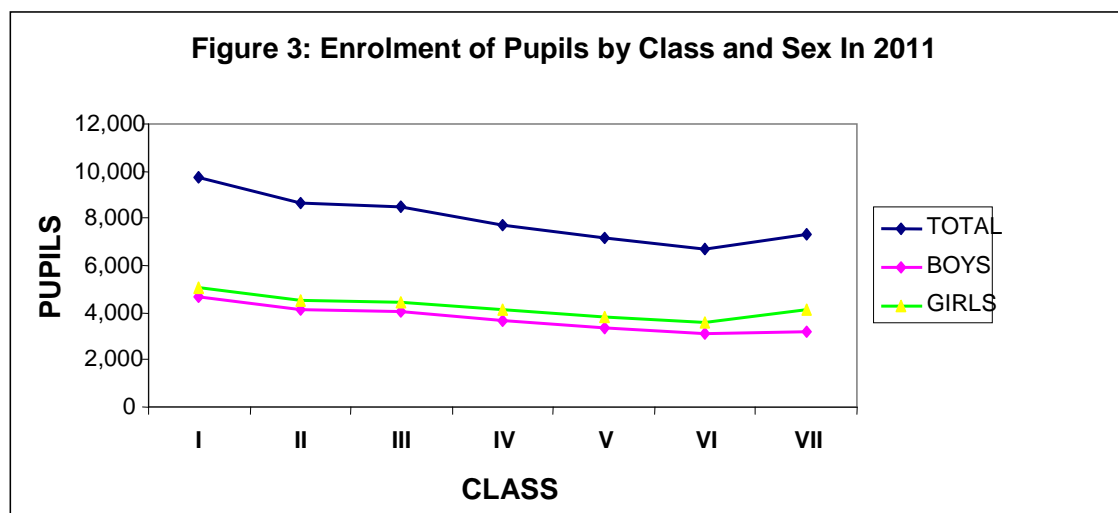
(ii) Primary School

There are 105 primary schools in the district with total number of 1,396 streams. The number of pupils is 55, 848 out of this 26,147 are boys and 29,701 are girls. There are 1136 teachers, 635 classrooms, 790 Pit latrines, 9,947 desks, 936 Cupboards, 72 stores, 922 tables and 186 teachers' houses in the district. Enrolment of pupils by classes and sexes for 2011 is as narrated hereunder. The challenge in this sector remained is to ensure quality learning environment by ensuring adequate facilities (classes, furniture, staff quarters, etc) as the some of the current structures are aged and deteriorating hence a need for rehabilitation and maintenance, also books and availability of adequate qualified staffs is of importance to ensure perpetuation of quality service delivery

Table 6: Primary School's Enrolment of Pupils by Class and Sex (2011)

CLASS	BOYS	GIRLS	TOTAL
I	4,706	5,058	9,764
II	4,094	4,525	8,619
III	4,047	4,447	8,494
IV	3,626	4,123	7,749
V	3,375	3,812	7,187
VI	3,110	3,590	6,700
VII	3,189	4,146	7,335
TOTAL	26,147	29,701	55,848

Source:-Education Department Kongwa District council March 2011



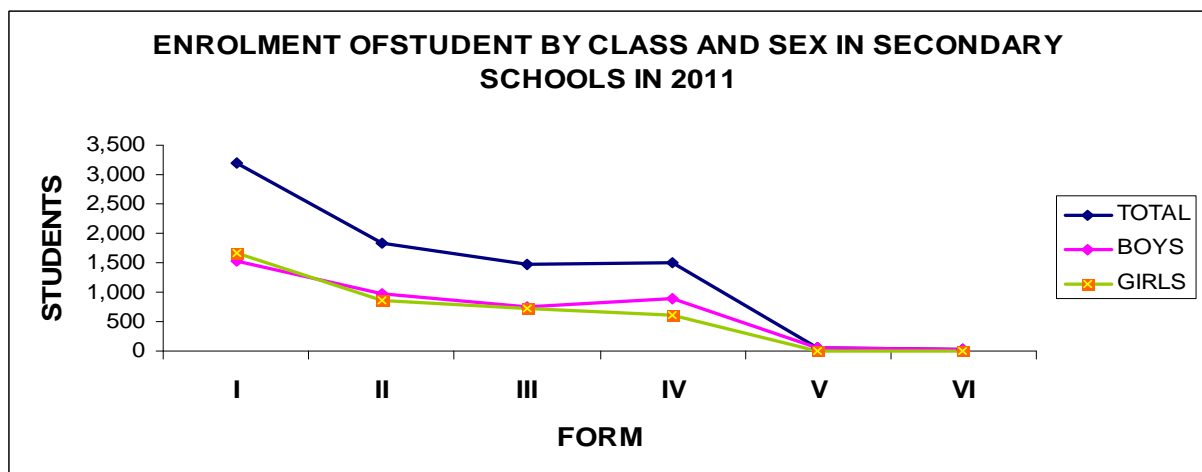
2.3.9.2 Secondary Schools

There are 24 government secondary schools and 3 private secondary schools enrolling 8,117 students; out of this number 4,232 are boys and 3,885 are girls. Some of the schools in Kongwa District face shortage of school buildings, furniture and equipments, shortage of teachers and other basic facilities. Currently there are 306 teachers, 206 classrooms, 218 Pit latrines; 8,117 desks, 19 Administration blocks, 4 stores, 220 Tables and 47 teachers house. The council has surpassed the national goal of having one secondary school in each ward since there are 22 wards only. However as it is stated primary schools, the problems with secondary school functioning is to ensure quality learning environment by ensuring adequate facilities (classes, furniture, laboratories / lab. equipments, staff quarters, etc), books and adequate qualified staffs.

Table 7: Enrolment of Student by Class and Sex in Secondary Schools (2011)

FORM	BOYS	GIRLS	TOTAL
I	1,524	1,675	3,199
II	985	855	1,840
III	738	732	1,470
IV	889	623	1,512
V	65	0	65
VI	31	0	31
TOTAL	4,232	3,885	8,117

Source: Education Department Kongwa District council March 2011



2.3.10 Transport, Energy and Communication

(i) Electric energy

Electricity supply is available in township and village centres like Kongwa, Kibaigwa, Pandambili, Mbande, Mtanana and Mlali. Currently the district is in the process of rural electrification by connecting with Nation grid all villages along Kongwa –Kiteto road, Sagara and Chamkoroma wards through Millennium Challenge Development Funding. Completions of this programme will hasten economic development of the respective areas as well as the district in general. This energy will be used for both household and small scale industries development.

(ii) Telecommunication (ICT)

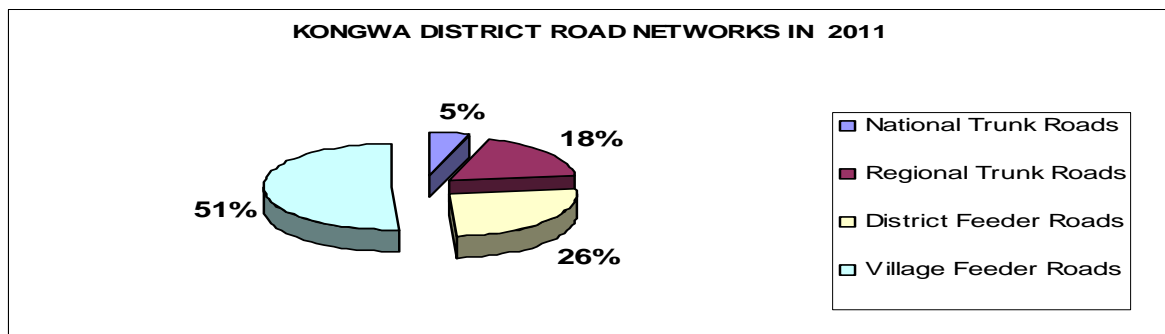
The district has good coverage of *e-communication* network supported by VODACOM, AIRTEL and TIGO companies. Presence of these companies has made even *e-governance* and *e-learning* possible in the district especially for those who are competent in ITKs. Some of our departments; Accounts and human resource, are nationally connected to their respective ministries and hence enjoying the service in their daily official conduct (EPICOR, and LAWSON). Despite these opportunities, the use of ICT by Kongwa District Council is constrained by lack of ICT infrastructure/unit and ICT software. In that case there is a need to have ICT infrastructure and facilities, build capacity of its usage, establish mechanisms for ensuring proper collection and storage of data and information through use of server system after establishing councils' website. This process will hasten communication and transparency (e-governance) as well as use of various software such as LGMD (local government management database) and PlanRep.

(ii) Transport and transportation

Kongwa district has a road network that total 1,204.4 kilometres. The regional and national trunk roads (with regional gravel roads) are passable throughout the year under good weather condition. The challenges remain to the district roads which mostly not passable during rainy season as they are all earth roads with some patches of gravels. This hampers transport and transportation of crops from the interior villages to the market and hence causing increased transport costs and unrealistic pricing of crops to the famers.

Table 8: Kongwa District Road Networks in 2011

No	Type of Road	Length in Km	Percentage
1	National Trunk Roads	65	5.4%
2	Regional Trunk Roads	212	17.6%
3	District Feeder Roads	313.5	26%
4	Village Feeder Roads	613.9	51%
	Total	1,204.4	100%



2.4 Stakeholders analysis

To meet most of the community needs by the council itself is impossible. This calls for various stakeholders to come in and take part to improve living standard of people in the area. Kongwa district council works with international and local organisation. Some of them had space within the district while others have offices at outside/country office in national cities. Below is the List of stakeholders joined hand with the council to support development activities for the wellbeing of Kongwa communities.

Table 9. Development Stakeholders list for Kongwa DC

S/N	Organisation /Stakeholders Name	Category	Major Activities
1.	World Vision Tanzania(WV-Tanzania)	Non Governmental Organisation(NGO)	-Provides support to the communities on development activities
2	Lay Volunteers Italian Agency (LVIA)	NGO	Support Agriculture , water and sanitation community projects
3	Ufundi Kongwa (UFUNDIKO)	NGO	Support community water and sanitation projects
4	International Trachoma Initiative (ITI)& Helen Keller International(HKI)	NGO	Support health and sanitation projects(Trachoma control)
5	World Food Programme (WFP)	International organization	-Supports Primary schools by providing and distributing food -Supporting community initiated projects - Provides Relief Services to the vulnerable
6	Tanzania Commission for AIDS (TACAIDS)	National Commission	-Dealing with HIV/AIDS Control and Preventions.
7	Tanzania Social Action Fund (TASAF)	National Development Fund	-Supporting community Initiated projects
8	World Bank	International Bank	Provides Nation Loans in facilitating national development programmes (TASAF, RWSSP, DADPs, PFM,etc)
9	USAID	American international development agency	-Supports national and community initiated projects
10	INADES formation	NGO	Supporting community initiatives to improve agriculture production and environmental management
11	TUNAJALI	National health programme	Supporting Prevention and control of HIV/AIDS at health facility level
12	Care international	International organization	Promoting livestock development, land use planning and Land rights
13	Dodoma Environmental Network (DONET)	NGO	Promoting environmental conservation, poverty alleviation, land use planning and land rights
14	WAJIBIKA	NGO	Council Advisor on Capacity building and enhancement of accountability in areas of planning, budgeting implementation and reporting
15	Pasture research Center (PRC)	Public Parastatal	Pasture research and development
16	HPSS	NGO	Health promotion
17	Africare/Mwanzobora	International organization	Promoting welfare of MVC, maternal and child health
18	MIVARF	National development programme	-Support community to improve crop market infrastructure, value addition and rural financing
19	TUNAJALI	NGO	-Providing home based care services, Care and Treatment Centre for PLHIV

2.5 Major Achievements (in a nutshell) following implementation of the past strategic plan

Achievements made during the implementation of the first Strategic Plan are briefly singled out as it is summarised below:-

- ☞ Institutionalization of participatory approaches originating from the grass root levels has been done henceforth community self help projects are planned implemented and supervised by the community themselves
- ☞ MVC identification and support has been impregnate and the community members have formulated Village Most Vulnerable Committees
- ☞ Knowledge with the spread and prevention of HIV has been reached most of the people as well as provision of basic service to HIV/AIDS infected and affected people
- ☞ 52% of Kongwa population has access to clean and safe water
- ☞ 100% of children with qualification are enrolled in secondary schools and
- ☞ that every ward has access to secondary school
- ☞ 46 villages out of 71 has access to functioning health facilities within village reach and hence enjoying maximum use of the facility against curable diseases and prevention/immunisation, maternal and child health services
- ☞ 100% of school age children has chances of being enrolled in primary schools
- ☞ Formulation and development of SACCOS has been familiarised to the community
- ☞ Recruitment of significant number of staffs in different Departments has been reasonably done as per the permits given
- ☞ Agriculture and veterinary services has significantly been improved (Availability of dips, slaughter houses, vaccination, IA ,inputs, tractor and power tiller loan facilitation and extension services has been increased)
- ☞ Routine, periodic and spot maintenance of district roads have been done to enable transportation of goods and services at least every year.
- ☞ Corruption vices has been monitored and contained
- ☞ Conducive working environment has been improved in different areas of work.
- ☞ Surveying Kongwa and allocating plots for Kongwa township

2.6 Summary of Strengths, Weaknesses, Opportunities and Challenges (SWOC Analysis)

This section provides a summarised situational reflection of the assessment of the internal and external environment in part 2.1 to 2.5 above. Furthermore it is from this reflection where the **relevant strategies and basis** for planning are developed and translated into operational targets and activities in the FIVE YEAR plan as well as the annual plans and budgets. In this context, the council budget and planning process should considers the major SWOCs (Strengths, Weaknesses, Opportunities and Challenges), and be taken on board during the processes in order to accommodate and address some priority interventions in the course of implementation.

Table 10: Strength and Weakness of the Council

Key service Area	Strength	Weakness
Agriculture sector	<ul style="list-style-type: none"> • Arable land (323,280 ha) • Kibaigwa Grains Market • Kibaigwa Grains Market • Suitable land for irrigation (395 ha) • Qualified personnel • Agriculture equipment : 3755 ploughs, 578 tractors, 1101 animal pulled carts • Moderate rains of 400 – 600 mm per annum • Agriculture being the main occupation of large community proportion 	<ul style="list-style-type: none"> • Inadequate agriculture equipment and inputs for smallholder farmers • Inadequate agricultural processing industries • Improper marketing system at village level • Lack of rainwater harvesting schemes • Inadequate knowledge on soil erosion controlling
Livestock Sector	<ul style="list-style-type: none"> • Larger number of livestock (117,599 cattle ; 73,196 goats; and 33,896 sheep) • Livestock facilities (19 dips;17 public and 2 Private) • Demarcated areas for pastoralism (Land use plan) • Tse-tse free areas • Willingness of villages to adopt modern livestock farming • Presence of Kongwa Ranch and Pasture Research centre 	<ul style="list-style-type: none"> • Inadequate veterinary services • Low productivity of local breeds • Overgrazing and free range management system • Inadequate water for livestock all year round
Education Sector	<ul style="list-style-type: none"> • Presence of 105 primary schools and 24 government secondary schools and 3 private secondary school • Presence of teaching facilities (841 classrooms;233 teachers houses) • Readiness of community to contribute in staff houses & classroom building/ construction • Willingness of villagers to send their children to school 	<ul style="list-style-type: none"> • Inadequate classrooms and teachers houses • Insufficient number of teachers, desks, books and other school facilities at all level • High dropout rate due to pregnancy and pastoral movements • Truancy • Illiteracy among communities members/villages • Absence of Libraries in secondary schools
Health Sector	<ul style="list-style-type: none"> • One district hospital, 4health centres and 42 dispensaries (Public owned) and 4 private health facilities • Qualified personnel • Transport facilities to hospital and rural health centres • Established community Health Fund (CHF) • Village health committees in 74 villages • Readiness of communities to participate in health programmes 	<ul style="list-style-type: none"> • Inadequate health facilities • Shortage of buildings in the district hospital, health centres, and dispensaries) • Shortage of health staff and equipment • Failure of some community members to contribute to Community Health Fund
Natural Resources	<ul style="list-style-type: none"> • Presence of 161,640 ha of natural forest • Large area for tree planting • Natural regeneration of vegetations 	<ul style="list-style-type: none"> • Failure to apprehend by-laws defiant • Forest fires • Forest encroachment by human activities • Inadequate participation by communities in bee-keeping

Lands & Environment Sector	<ul style="list-style-type: none"> • Land use plans in place • Growing demand for town planning in Kongwa, Kibaigwa, Mlali, Mkoka, Mbande and Pandambili 	<ul style="list-style-type: none"> • Lack of equipment for land use plans/ town plans • Lack of enough personnel • Lack of transport facilities
Water Sector	<ul style="list-style-type: none"> • Water Service (46 schemes) • Village water committees in 74 villages • Qualified personnel • Water resources 	<ul style="list-style-type: none"> • Inadequate water distribution points • Lack of skills to village water committees • Old age of some of water schemes
Works Sector	<ul style="list-style-type: none"> • Availability of 1,204.4 kms of road network • Availability of qualified personnel • Availability of village works committees 	<ul style="list-style-type: none"> • Lack of road maintenance knowledge to the villages • Impassable roads during rainy season • Lack of road construction equipments • Inadequate personnel • Lack of proper stock routes
Community Development	<ul style="list-style-type: none"> • Gender focal person • Active youth and women economic groups • Village community banks (VICOBA) • Presence of community development staff at ward level 	<ul style="list-style-type: none"> • Lack of reliable transport facilities • Lack of data of NGOs and CBOs operating in the district • Inadequate personnel

Opportunities and challenges are mostly external factors surrounding the district. Opportunities are the one if exploited may hasten development pace for the council. They are the trend occurring neither initiated from within nor uncalled for but favourable and can facilitate success. These includes change in government policies in favour of our side, change in social pattern, population profile as well as change in life style, demand , change in technology, new partnership, etc. The Table 11 below shows the opportunities and challenges for Kongwa district council in its day to day operations.

Table 11: Development Trend, Opportunities and Challenges for Kongwa District Council

Trend	Opportunities	Challenges
Improved agricultural sector productivity	<ul style="list-style-type: none"> • Availability of donors and NGOs which support agriculture activities (ASPS, MIVARF, LVIA,USAID,etc) • Availability of central zone research centre • Availability of national sector policy, strategy and plan • Growing agricultural product demand • Commitment of the central government to support agriculture 	<ul style="list-style-type: none"> • Budget constraints • Unstable agricultural product markets/pricing system • Dislike of some extension staff to stay in rural area • Unpredictable weather changes/erratic rainfall • Conflict between livestock keepers and farmers on land use

Improve Livestock sector productivity	<ul style="list-style-type: none"> • Presence of Kongwa Ranch • Presence of Kongwa pasture research centre (PRC) • Presence of private livestock veterinary service providers • Presence of training centre in Mpwapwa which is near Kongwa 	<ul style="list-style-type: none"> • Budget constraints • Drought and climate changes • Disease outbreak
Quality Education provision	<ul style="list-style-type: none"> • Present of private partners • Presence of PEDEP and SEDEP programmes • Growing e -learning facilities 	<ul style="list-style-type: none"> • Budget constraints • Poverty and undesirable culture • Poor economic performance
Quality Health services delivery	<ul style="list-style-type: none"> • National health sector policy and programmes • Development partners (NGOs,Multilateral) 	<ul style="list-style-type: none"> • Budget constraints • Disasters • Disease outbreak • Bureaucracy • Poverty and undesirable culture
Sustainable Natural Resources utilisation	<ul style="list-style-type: none"> • Sector policies • Natural vegetative resources regeneration • Diversified use of natural resource (medicine, housing, recreation etc) • Partners 	<ul style="list-style-type: none"> • Uncontrolled harvest of forest • Forest product smuggling • Budget constraints • Natural disasters • Adverse Weather condition/climate changes
Standardised Lands & Environment management	<ul style="list-style-type: none"> • Enough and extensive administrative area • Land use policy • Partners 	<ul style="list-style-type: none"> • Budget constraints • Increased immigration • Natural disasters
Quality water services provision	<ul style="list-style-type: none"> • Presence of development partners • Policies and strategies • High water table in the area 	<ul style="list-style-type: none"> • Budget constraints • Natural disaster (Floods, drought) • Climate changes
Quality works Sector performance	<ul style="list-style-type: none"> • Availability of roads fund • Present of Development partners • National policy 	<ul style="list-style-type: none"> • Budget constraints • Disaster (floods, earthquake, etc) • Lack of Civil works contractors in the District council's jurisdiction
Positive and equitable/just Community Development	<ul style="list-style-type: none"> • Positive social networking/Globalization • Presence of development partners • Gender policy 	<ul style="list-style-type: none"> • Budget constraints • Negative Global dynamics • Conflicts

2.7 Key Issues for strategic planning

The Key issues are priority problems the Council should deal with in order to realise its vision. The following are the key issues to be tailored in the Five (5) year and annual development plans

Agriculture and livestock

- unwillingness of the pastoralists to reduce their cattle in relation to the available grazing land (Land Carrying Capacity)
- Inadequate resources to support livestock management activities
- Ineffective Cooperative societies to defend farmers and livestock keepers interests

Education

- Insufficient infrastructural facilities in both primary and secondary schools (classrooms, teacher's houses, toilets, dormitories, desks etc).
- Insufficient working tools e.g. text books.
- Un allocation/insufficient funds for rehabilitation and renovation of aging facilities
- Inadequate budgetary allocation for provision of food to boarding schools

Health Sector

- Insufficient infrastructural facilities (Maternity wards, Staff quarters,
- Inadequate health staff in almost every facility
- Inadequate dispensaries in the rural area.

Water Sector

- Inadequate resources to rehabilitate and maintain existing water supply sources and networks in the District
- Weak water committees & Water users association

Works/Roads infrastructure

- Poor road network /Impassability due to floods/storm rainfall and soil erosion/earth movement

Cooperative

- Lack of cooperative societies (AMCOS) to defend farmers and livestock keepers interests
- Weak rural financial institutions (SACCOS,VICOBA,etc)

Natural Resources

- Lack of sustainable and participatory management of natural resource
- Growing completion over diminishing natural resources

Lands & Environment

- Squatters and unplanned settlement grows

Community Development

- Average community participation in development activities and Increases in number of Ophan and Vulnerable Children (OVCs) and Most Vulnerable Children(MVCs)

HIV/AIDS

- Slow change of peoples' attitudes against HIV infections in both urban and rural areas.

Human resource /Manpower

- Inadequate number of staffs as per establishment requirements

CHAPTER THREE

THE DEVELOPMENT STRATEGIES: Vision, Mission, Values and Strategic Objectives and Strategies

3.1 Introduction

This chapter provides the context and the operational framework within which the Kongwa District Council Strategic Plan (2011/12 – 2015/16) anchors on. It presents the District Council's vision, mission, values or principles, strategic objectives, targets and strategies. In respect to the strategic planning process, strategic areas have been identified in order to improve the service delivery and thus achieve its vision. Under each strategic objective; targets have been developed in order to guide the activities of the Council during the next five years (2011/12-2015/16).

3.2 Vision of the Council

The vision of Kongwa District council is *“To have sustainable community development with improved infrastructures, communications and access to social economic services by the year 2015”*.

3.3 Mission Statement

The Mission for Kongwa District Council is *“To strengthen its own capacity and that of the communities so as to enhance high quality social and economic services in collaboration with other development partners”*

3.4 Values

The core value of Kongwa district is equity and **provision of quality services** to the community which is the major requirement as stipulated by the code of act No. 8 of 1982, section 20A ; act No. 10 of 1982 , public service code of conducts and any other legislations which govern public service affairs.

3.5 Core Strategic Objectives

In order to improve the quality of socio – economic services of the residents of Kongwa District council towards reduction of poverty and realization of the vision; the following objectives are national objectives developed to ensure common, coherent and harmonised national development in Tanzania, Kongwa inclusive have to be executed:-

- a) Improve services and reduce HIV/AIDS infection
- b) Enhance, sustain and effective implementation of the National Anti-corruption Strategy
- c) Improve access, quality and equitable social services delivery
- d) Increase quantity and Quality of social services and infrastructure
- e) Enhance Good Governance and Administrative Services
- f) Improve social welfare, gender and community empowerment
- g) Improve Emergency and Disaster Management
- h) Quality of Agriculture and Livestock Services in the District Improved and Sustained

3.6 Key strategic issues and strategies

The key strategic objectives falls within the core sector objectives mention in part 3.5 above. These strategies focuses on the key areas of weakness analysed in SWOC processes. Table 12 below presents the strategies in the matrix form for each of the key issues identified in each of the priority areas for services delivery.

Table 12. Key development issues identified and strategies

S/N	sector	Key issues/setback	Strategies
1	Agriculture and livestock	<i>Unwillingness of the pastoralists to reduce their cattle in relation to the available grazing land (Land Carrying Capacity)</i>	-Improve extension services and land use plans - increase livestock productivity per herd -Promote alternative livelihood which will encourage stock harvesting and accumulating investment capital
		<i>Inadequate resources to support livestock management activities</i>	-Mobilise and allocate more fund to key priorities
		<i>Ineffective Cooperative societies to defend farmers and livestock keepers interests</i>	Sensitise farmers to improve production (quantity and quality) and form cooperative societies to gain negotiation platform in the free market economy
2	Education	<i>Insufficient infrastructural facilities in both primary and secondary schools (classrooms, teacher's houses, toilets, dormitories, desks etc).</i>	- Ensure availability of adequate and decent infrastructures - Mobilise the community to participate fully in the process
		<i>Insufficient working tools e.g. text books.</i>	- Mobilise and allocate more fund to priority areas
		<i>Inadequate budgetary allocation for provision of food to boarding schools</i>	
3	Health Sector	<i>Insufficient infrastructural facilities (Maternity wards, Wards, Staff quarters, Dispensaries, etc)</i>	Ensure availability of adequate and decent infrastructures - Mobilise the community to participate fully in the process
4	Water Sector	<i>Inadequate resources to rehabilitate and maintain existing water supply sources and distribution networks in the District</i>	- Mobilise and allocate more fund to priority areas - Sensitise the community to participate fully in the project management process
		<i>Weak water committees & Water users association</i>	-Capacitate communities to manage their projects
5	District Roads	<i>Poor road network /Impassability due to floods/storm rainfall and soil erosion/earth movement</i>	-Improve the quality and workmanship standard of roads
6	Cooperative	<i>Lack of cooperative societies (AMCOS) to defend farmers and livestock keepers interests</i>	Encourage farmer to produce more, form and manage their unions sustainably gaining power in the market economy
		<i>Weak rural financial institutions (SACCOS, VICOBA, etc)</i>	Capacitate the community with financial management knowledge and skills
7	Natural Resources	<i>Lack of sustainable and participatory management of natural resource</i>	-Set by laws for sustainable resource use -Mobilise the community to assume rolls and responsibility for environmental management
8	Lands &	<i>Squatters and unplanned settlement grows</i>	Promote the culture of living in planned settlements for easy conduct, provision and

	Environment		access to services by the community
9	Community Development	<i>Minimal community participation in development activities and Increases in number of OVCs and MVCs</i>	Mobilise communities for collective and effective participation in decision making, care and protection of socio amenities and values
10	HIV/AIDS	<i>Slow change of peoples' attitudes against HIV infections in both urban and rural areas.</i>	-Sensitise the community to fight against stigma -Avail much services to PLWHIV and the affected
11	Human resource /Manpower	<i>Inadequate number of staffs as per establishment requirements</i>	-Attract and motivate staffs with incentives and decent working environment

3.7 COUNCIL'S LONG TERM SECTORAL PERSPECTIVE AND OPERATIONAL FRAMEWORK

Kongwa district council's long-term standpoint intends to work out the key issues in the context of the weaknesses identified in each of the priority development sectors as analysed in part/section 2.6 and 3.6 above. These strategies are presented in a log-frame matrix as indicated hereunder.

Sector	Key Issues	Objectives	Strategies	Targets	Performance/Output Indicators
Agriculture	<ul style="list-style-type: none"> • Inadequate agriculture equipment and inputs for subsistence farmers • Inadequate agricultural processing industries • Improper marketing system at village level • Lack of rainwater harvesting schemes • Inadequate knowledge on soil erosion controlling 	Quality of Agriculture and Livestock Services in the District Increased and Sustained	<ul style="list-style-type: none"> • Encourage communities to adopt new production approaches • Increase number of qualified and committed extension workers at community level • Allocate more resources 	Agriculture Production system/scheme Improved by June 2015	<ul style="list-style-type: none"> • Number/ %ge of farmers using modern production techniques • Mode of production • Quantity and Quality of agricultural produce • Living standard of farmers • Number of extension workers at village level • Number of agricultural implements available
Livestock Sector	<ul style="list-style-type: none"> • Inadequate veterinary services • Disease outbreaks like anthrax, black quarter, new castle disease, rabies • Low productivity of local breeds • Overgrazing and free range management system • Inadequate water for livestock all year round 	Quality of Agriculture and Livestock Services in the District Improved and Sustained	<ul style="list-style-type: none"> • Encourage communities to adopt new production approaches • Increase number of qualified and committed extension workers at community level • Allocate more resources 	Livestock Facilities and Infrastructures Improved by June, 2015	<ul style="list-style-type: none"> • %ge /Number of farmers using modern livestock production techniques • Quantity and Quality of livestock produce • Living standard of farmers • Range management • Availability of veterinary and extension services
Education Sector	<ul style="list-style-type: none"> • Inadequate classrooms, teachers houses, and admin. blocks • Insufficient number of teachers, desks, books and other teaching facilities at all level • High dropout rate due to pregnancy and pastoral movements • Truancy • Illiteracy among communities members/villages 	Improved Access, Quality and Equitable Social Services Delivery	<ul style="list-style-type: none"> • Mobilise the community to participate fully in implementation and maintenance of school infrastructures • Sensitise parents on the importance of education to their children • Motivate teachers to stay in rural areas 	Primary & Secondary Schools Infrastructures and learning environment improved by June, 2015	<ul style="list-style-type: none"> • %ge of schools with adequate/shortage of infrastructures • Pupils enrolment and performance %ge • Teachers/Pupils ratio • Truancy/drop out and illiteracy rate

	<ul style="list-style-type: none"> Absence of Libraries and laboratories, in secondary schools 				
Health Sector	<ul style="list-style-type: none"> Inadequate health facilities Shortage of buildings in the district hospital, health centres, and dispensaries) Shortage of health staff and equipment Failure of some community members to contribute to Community Health Fund 	Improve Access, Quality and Equitable Social Services Delivery	<ul style="list-style-type: none"> Enhance participation of community in project implementation Mobilisation of communities to raise community health fund(CHF) 	Health Facilities, building and services delivery improved by June, 2015	<ul style="list-style-type: none"> %ge of villages with/without health facility Availability of essential buildings in health facilities Availability of health workers and medication Health status of people
Natural Resources	<ul style="list-style-type: none"> Failure to apprehend by-laws defiant Forest fires Forest encroachment by human activities 	Enhance Good Governance and Administration Services	<ul style="list-style-type: none"> Advocating participatory forest and natural resource management and sustainable utilisation 	Forest and other Natural Resources in the District Sustained by June, 2015	Vegetative and natural resource status in the council area
Lands & Environment	<ul style="list-style-type: none"> Lack of equipment for land use plans/ town plans Inadequate personnel Lack of transport facilities Squatters and unplanned settlement grows 	Enhance Good Governance and Administration Services	<ul style="list-style-type: none"> Encourage communities to stay in planned settlement Mobilise communities to contribute in land use planning 	Survey and Allocation of plots at Kongwa District Council enhanced by June 2015	<ul style="list-style-type: none"> Surveyed area and plots distributed Planned settlement Land use plans
Water Sector	<ul style="list-style-type: none"> Inadequate water distribution points Lack of skills to village water committees Old age of some of water schemes Inadequate water sources in regard to number of villages 	Improve Social Welfare, Gender and Community Empowerment	Strengthen communities management of water sources and infrastructure	Increased %ge of population and villages with access to safe and clean water from 51% to 62% by June, 2015	<ul style="list-style-type: none"> %ge of community getting water within 400m Number of villages with water sources Management of water sources and infrastructure
Works Sector	<ul style="list-style-type: none"> Lack of road maintenance knowledge to the villages Impassable roads during rainy season Lack of road construction equipments Inadequate personnel Lack of proper stock routes 	Increase Quantity and Quality of Social Services and Infrastructure	<ul style="list-style-type: none"> Directing adequate resources on constructing economically potential roads Mobilise communities to care and make possible maintenance 	Improved and Maintained District road and transport Infrastructures by June, 2015	<ul style="list-style-type: none"> Pass-ability of roads throughout the year Presence of Stock routes
Community Development	<ul style="list-style-type: none"> Slow change of peoples' attitudes against HIV/AIDS 	Improve	<ul style="list-style-type: none"> Put more emphasis on attitude change against 	Improved continuum of care,	<ul style="list-style-type: none"> Attitude change against HIV/AIDS HIV Prevalence rate

	<ul style="list-style-type: none"> • Increases in number of OVCs and MVCs • Poverty and low participation in development activities • Declining community contribution and participation in public development projects 	Services to OMVCs, PLWHA and Reduce new HIV/AIDS Infections	HIV infection and reducing stigma and gender discrimination <ul style="list-style-type: none"> • Motivate and sensitise communities to participate in their own development projects 	treatment and support to PLWHA and OMVCs by 2015	<ul style="list-style-type: none"> • Community participation in caring PLWHA & OMVCs • General community attitude against development activities
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3.8 RESOURCES REQUIRED

Basing on the above analysis, implementation of the strategies to eliminate the gaps and weaknesses shown above will requires Human and financial resources. Henceforth Kongwa district councils will strive to mobilise more resources from its own sources, central government as well as development partners. Clear translation of the strategies into operational activities is the core focus of each department to ensure proper use of resources available to meet the community needs. In so doing the actual costs and budget required will be realised for consecutive strategic period. These strategies are well tailored in the five year development plan 2011/2012 to 2015/2016 as well as the respective annual plans from financial year 2011/2012. A number of activities are developed in the context of the strategic objectives in order to have accrued implementable dots contributing to achieve the broad goal and vision of the council.

Appendix 1. List of staffs participated in the review

No	Name	Position	Sector/Section	Organisation Address /E-mail
1	Athuma O. Akalama	DED	Administration	Kongwa District council Box 57 Kongwa
2	Shigela Kubeja Ganja	Ag DPLO	Planning	Kongwa District council Box 57 Kongwa
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8	Michael Ligola	DEO (Primary)	Education	Kongwa District council Box 57 Kongwa
9	Timoth Bernard	DEO (Sec)	Education	Kongwa District council Box 57 Kongwa
10	Sospeter Makusyanya	Ag DPO	Finance	Kongwa District council Box 57 Kongwa
11	Gaitan Boyi	DLO	Administration	Kongwa District council Box 57 Kongwa
12	Eng. Herbart Kijazi	DWE	Water	Kongwa District council Box 57 Kongwa
13	Eng A. Komba	DE	Roads	Kongwa District council Box 57 Kongwa
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18	F.Mkolokoti	HRO	Administration	Kongwa District council Box 57 Kongwa
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24	Amina Msangi	AO	Agriculture	Kongwa District council Box 57 Kongwa
25	Yonazan Mchome	TO	Trade	Kongwa District council Box 57 Kongwa
26	Leonard Itera	DTO	Trade	Kongwa District council Box 57 Kongwa
27	Daniel Mlungusye	DCO	Cooperative	Kongwa District council Box 57 Kongwa
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29	A.Ndadaya	DACC	Health	Kongwa District council Box 57 Kongwa
30	L. Makangila	CDO	Community Dev	Kongwa District council Box 57 Kongwa
31	Michael Kimaro	SCDO	Community Dev	Kongwa District council Box 57 Kongwa
32	G.Sombe	EO	Education	Kongwa District council Box 57 Kongwa
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35	Hon. Chilingo N. Chimeledya	Councillor - Sagara	Administration	Kongwa District council Box 57 Kongwa
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37	Hon. Fatma A. Diria	Councillor - Special Seat	Administration	Kongwa District council Box 57 Kongwa
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64	Sufia A. Nuru	CHADEMA Representative	Political Party	
65	Joshua Lugumo	TLP Representative	Political Party	
66	Yusuph Ally	CUF representative	Political Party	
67	Rev. J. Sailowa	K.K.K.T Kongwa	Religious Institution	
68	Sheikh Omary Binde	Bakwata Kongwa	Religious Institution	
69	Padre. R. Massawe	RC Kongwa	Religious Institution	
70	Crispin Mguli	Farmers Representative	Agriculture	
71	S. Sebastian	Bussinessmen	Agro Processing	
72	Andrew Katamiti	HPSS	NGO	
73	Ngaiti A. Ngaiti	UMWEMA Group	NGO	
74	Bahati Mohamed	NMB - Kongwa	Financial institution	

75	Mwl. K. Omary	KOTESACCO	Financial institution	
76	Felician Ishengoma	KODISACCO	Financial institution	
77	Dr. Madinda K.	St. Philipes	FBO	