

## THE UNITED REPUBLIC OF TANZANIA

# PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT (PO-RALG)





FEBRUARY, 2023

#### **EXECUTIVE SUMMARY**

Shinyanga District Council is one among the 185 Councils in Tanzania established in 1984 in accordance with the parliament Act No. 7 of 1982 of the Local Government The laws (local government Act, No. 7 and 8 of 1982) (District Authorities). empowers LGAs to undertake functions such as; maintenance of law, order and good governance, promotion of economic and social welfare of the people within their areas of jurisdiction. Also, effective and equitable delivery of services to the people within their areas of jurisdiction, proper collection and utilization of the councils' revenues as well as right and power to participate and involve people in planning and implementation of development plans/programs. The revitalized SHYDC strategic plan charts a general planning and budgeting framework of the council to realize its agreed vision, mission and its strategic objectives. The strategic plan sets out strategic issues intended to be achieved by the council through effective utilization of available resources in collaboration with development partners for sustainable community development. Subsequently, key issues affecting district operations were identified; strategic objectives and service output considered, targets prioritized, and strategies were set to achieve agreed District Council vision and mission.

The process of reviewing Strategic Plan provided an exciting opportunity to SHYDC to establish critical issues that guided formulation of a shared vision and mission of the council. The review and development of strategic plan took a collective and collaborative way where different stakeholders were involved using different participatory techniques. Similarly, situational analysis of internal environment in one hand was conducted to establish where the council came from, its current position and where it will be heading over the planning period of next five years. In the other hand external environment of the Council was considered for mainstreaming the newly developed strategic plan with global and national policies. The SHYDC newly SP considered the Third Five Years National Development Plan (FYDP III 2021/22-2025/26), the ruling Party Manifesto (CCM 2020-2025) number of crosscutting policies, sectoral policies, the Tanzania Development Vision 2025, the Long-Term Perspective Plan (LTPP-3FYDP) and the Medium-Term Strategic Planning and Budgeting Manual (2005). Similarly, Sustainable Development Goals (SDG) was considered as the new sustainable development agenda of the United Nations (UN) where each of the 17 goals has specific targets to be achieved by 2030. The African Agenda 2063 as well the East Africa Agenda 2050 were taken into board as they set out where Africa Continent and East Africa Region intend to be over the specified duration.

In realization of its vision and mission, the SHYDC newly developed five years' strategic plan (2021/22-2025/26) utilizes the nine national harmonized strategic objectives. The strategic plan sets prioritized targets in every key service/result area that establishes strategies and performance indicators in each division and unit. Finally, the strategic plan provides the monitoring and evaluation framework for the coming five years of its strategic plan execution.

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#### LIST OF ABBREVIATIONS AND ACRONYMS

AIDS Acquired Immune Deficiency Syndrome
AMCOS Agricultural Marketing Co-operative Societies

CAG Controller and Auditor General CBOs Community Based Organizations

CCM Chama cha Mapinduzi
CECAP Cervical Cancer Screening

CHMT Council Health Management Team
CHSB Council Health Service Board
CMT Council Management Team
DAOS District Academic Officer
DED District Executive Director

DEOS District Secondary Education Officer
DPCO District Planning Coordination Officer

FBOs Faith Based Organizations
FDI Foreign Direct Investment
FYDPIII Five Years Development Plan III

GDP Gross Domestic Product

HIV/AIDS Human Immune Virus/Acquired Immune Deficiency

KPI Key Performance Indicators LGA Local Government Authority

LGTI The Local Government Training Institute

LTPP Long Term Perspective Plan

MOEVT Ministry of Education and Vocational training

MSD Medical Stores Department MRDT Malaria Rapid Diagnostic Test

MTEF Medium Term Expenditure Framework
NECTA National Education Council of Tanzania
NGOs Non-Governmental Organizations

NSGRP National Strategy for Growth and Reduction of Poverty

OGP Open Government Partnership

O&OD Opportunities and Obstacles to Development

OPD Out Patient Department

OPRAS Open Performance Review and Appraisal System

PLHIV People Living with Human Immunodeficiency Virus Infection
PO-RALG President's Office-Regional Administration and Local Government

PPP Private Public Partnership

RAS Regional Administrative Secretary

SHYDC Shinyanga District Council

SACCOS Savings and Credit Cooperative Society

SLOS Statistics and Logistics Officer
SMEs Small and Medium Enterprises
SDGs Sustainable Development Goals

SP Strategic Plan

SWOC Strength Weakness Opportunities and Challenges

TANU Tanganyika National Africa Union

TARURA Tanzania Rural and Urban Roads Agency

TASAF Tanzania Social Action Funds

TZS Tanzania Shilling UN United Nations

UTI Urinary Tract Infection
VEO Village Executive Office
WEO Ward Executive Office

## STATEMENT OF THE DISTRICT COUNCIL CHAIRPERSON



Shinyanga District Council is pleased to officiate and present before you the reviewed Shinyanga District Council Strategic Plan (SP) for the period of 2021/22 – 2025/26. The plan charts a road map of the council over the next five years towards realization of sustainable community development through the provision of quality client-based services delivery as well as a wise utilization of available resources. The Council

Management Team (CMT) and other council staff played an indispensable role in identifying key issues affecting the council and established strategies to realize the vision and mission. The Shinyanga District Council reviewed strategic plan has been mainly built on the achievement of the outgoing District five years strategic plan 2016/17-2020/21, which provided a base to articulate the newly five years strategic plan 2021/22-2025/26.

The preparation of this strategic plan used a collective and participatory way whereby a wide range of stakeholders were involved. I, would like to extend my sincere appreciation to Council Management Team, Councilors, the Community, as well as council staff for their valuable participation. It is my hope that the contribution shown by stakeholders during development of this plan will be sustained even during the course of execution of newly charted strategic plan. This strategic plan will therefore be a referencing tool for the preparation of the council Medium Term Expenditure Framework (MTEF) budgets and for all staff and district stakeholders.

On behalf of Shinyanga District Council, I would like to extend my gratitude to the team of experts from the Local Government Training Institute (LGTI) - Dodoma for their professional assistance during the review and development of this valuable document. Their tireless commitment towards the production of this document has been lived in our mind.

It is my expectations that, the implementation of this strategic plan will lead to a quality client-based service delivery with conducive investment environment for the people of Shinyanga, its stakeholders and all Tanzanians at large.

Lastly, I would like to promise Councilors, CMT members, Council staff, Stakeholders and the general community of the district that my office will provide maximum support towards the realization of this strategic plan. Thus, I request all SHYDC staff, councilors and stakeholders to fully commit themselves towards the implementation of this five years strategic plan 2021/22-2025/26.

Hon. Ngassa S. Mboje COUNCIL CHAIRPERSON

SHINYANGA DISTRICT COUNCIL

## STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR



The reviewed Shinyanga District Council strategic plan spells out the council's vision, mission, core values as well as key strategic issues over the next five years. Further, it presents key strategic service areas, strategic objectives, service outputs, targets, strategies and Key Performance Indicators (KPI) which will be the bases for monitoring and evaluation of the council's performance. The SHYDC reviewed strategic plan has been a result of

collective and collaborative efforts that involved a range of stakeholders through a close coordination of the Shinyanga District Council Planning and Coordination Office.

The development of this reviewed strategic plan took into account broader National Planning Framework particularly the Third National Five Years Development Plan (FYDP III 2021/22-2025/26), The Ruling Party Manifesto (CCM 2020-2025), crosscutting policies, Sectorial Policies, the Tanzania Development Vision 2025, Long Term Perspective Plan (LTPP- 2011/12-2025/26), The Medium-Term Strategic Planning and Budgeting Manual 2008. Similarly, global development policies particularly the Sustainable Development Goals (SDGs 2030), African Agenda 2063 and East Africa Vision 2050 were considered during preparation of the council five years strategic plan.

It is expected that from the year 2021/22-2025/26, Shinyanga District Council with the support from stakeholders will dedicate its efforts towards realization of its vision that states "To become A Council with quality services and conducive investment environment for sustainable development" and its mission statement that states "To provide quality service in collaboration with stakeholders and create conducive Investment environment for sustainable development through effective utilization of available resources."

Implementation of this plan will utilize the nine National agreed Strategic Objectives as specified in the subsequent sections. I therefore, call up on every service area and other participating stakeholders to sincerely shoulder their efforts toward realization of the aspirations contained in this reviewed SHYDC SP 2021/22-2025/26.

Finally, I acknowledge the diligent hard work and commitment of all individuals and institutions during the course of SHYDC SP revitalization. Similarly, special thanks go to LGTI experts for their technical guidance throughout this important activity. The office of the District Executive Director will strongly provide its support towards the realization of this reviewed five years strategic plan.

Dr. Nice R. Munissy
THE DISTRICT EXECUTIVE DIRECTOR
SHINYANGA DISTRICT COUNCIL

## **CHAPTER ONE**

#### INTRODUCTION AND STRATEGIC PLANNING PROCESS

## 1.1 Background Information

Shinyanga District Council was established on 01/01/1984 as per section 5 of The Local Government (District Authorities) Act.No.7 of 1984 which included Shinyanga District Council, Kishapu District Council and Shinyanga Municipal Council before its variation/division. But later on, 02/08/2002 Shinyanga District Council by then it was divided/varied to form Shinyanga Municipal Council and Kishapu District Council and formed the current Shinyanga District Council by GN.366 dated 02/08/2002.

## 1.2 Location

Shinyanga District Council is one among the six (6) Councils of Shinyanga Region located 50 km south of the Region's Headquarter. It is bordered to the east by the Kishapu District and Shinyanga Municipal Councils, to the west by the Kahama and Geita Districts, and to the north by Kwimba District and to the south by the Nzega District. In terms of international identification, the Council lies between latitude 3°32'55 south of the equator and longitudes 33°08'52 east of Greenwich Meridian, south of Lake Victoria.

#### 1.3 Climate

The dominant climate is tropical type of climate with clearly rainy and dry seasons. The mean rainfall ranges from 450 – 990 mm. per annum and normally rains starts between mid – October and ends in May. The distribution of these rains is quite appropriate for agricultural activities and livestock rearing in the Council.

## 1.4 Topography and Agro-Economic Zones

The Council is characterized by a flat and gently undulating plains covered with low and sparse vegetation. Ecologically, the Council is divided into three agro-ecological zones namely: light loam soils in Nindo and Itwangi divisions, light loam red soils in Samuye division and sandy soils and heavy soils in Itwangi and Nindo divisions.

Major economic activity in these zones includes agriculture with the following specific crops: paddy, lentils and maize. Moreover, livestock's keeping is also practiced in small scale.

## 1.5 Population

According to the 2022 Population and Housing Census, the population of Shinyanga DC is approximately 468,611 out of which 232,524 are Males and 236,087 are females. The population density was about 111 persons per square kilometer (sqkm)

and the number of households were 79,706 with an average family size of six (6) persons.

#### 1.6 Administrative Units

Administratively, Shinyanga District Council has one Parliamentary constituency, three (3) divisions, 26 wards, 126 villages and 856 sub –villages(hamlets) as illustrated in Table 1.

**Table 1: Shinyanga DC Distribution of Administrative Units** 

Division	Wards	Villages	Sub - Villages (Hamlets)
Itwangi	10	40	262
Nindo	12	68	478
Samuye	4	18	116
Total	26	126	856

Source: SHYDC Administrative and Human Resources Division, (2023).

## 1.7 Land Area

Shinyanga District Council covers an area of 4,212 square kilometers of which 72.9 kms2 equivalent to 1.7% is covered by forest reserves. An area of about 1,713.7 kms2 (40.6%) is used for agricultural activities, 2,096.8 kms2 (49.7%) for cattle herding and 210.6 kms2 (5%) for people's settlement. The remaining area of 118 kms2 (2.8%) of land is of little economic use as it is composed of gulley and rocks.

## 1.8 Ethnic Groups

The major dominant ethnic group in Shinyanga District Council is Sukuma tribe which covers all 26 wards while other ethnic groups are found in small numbers.

#### 1.9 Mandates

Shinyanga District Council is one among of 185 Councils in Tanzania established under the Local Government (Rural Authorities) Act No. 7 of 1982 and its subsequent amendment which aimed at strengthening and promoting the local government system through Decentralization by Devolution (D by D). The Act provides mandate such as:

- Maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction;
- Promote the social welfare and economic wellbeing of all people within its area of jurisdiction;
- Further the social and economic development of the people;
- Take necessary measures to promote and enhance the environment in order to ensure sustainable development;
- Give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services at all levels of Shinyanga DC;

- Promote and ensure democratic participation in decision making by people concerned; and
- Establish and maintain reliable sources of revenue and other sources enabling Shinyanga DC to perform its functions effectively and enhance financial accountability.

## 1.10 Shinyanga DC Strategic Planning Methodology

Shinyanga DC Strategic Plan was built on intensive participatory approach with the intention to take on board community development needs and incorporating the same into the reviewed five-year strategic plan 2021/22-2025/26. Two important groups were engaged in the strategic plan development process that are heads of SHYDC divisions/units and community representative group (Councilors). The former group being technical group was meant to draw up the real sectorial situation of SHYDC and craft proposed appropriate vision, mission, core values and targets that address strategic objectives and community needs. The latter group was selected as key stakeholders to draw out community most pressing problems that require strategic attention in the next five-year strategic plan.

During the process of preparing this plan, a three days strategic planning workshop was set. The first three (3) days planning workshop involved heads of divisions/units. The group received training on strategic planning process and clarification on respective roles for each person to be performed during the review and preparation process. The main objective of this training was not only to uncover strategic planning process but also to impart skills of converting community problems into strategic targets. Similarly, another strategic planning workshop was set that involved Councilors who are community representatives as well as heads of divisions/units. Stakeholders were fully informed on the aim of the meeting and their role. They were indeed motivated to air out community problems by sector while heads of respective divisions/units and secretariat taking note for the purpose of setting up intervention measures (strategic targets) over the mentioned community/sector problems.

In a participatory way, the strategic plan integrated the external environment including aligning inspirations of the government articulated in Vision 2025 and current CCM part manifesto 2020-2025. The plan also considered Tanzania National Third Five Years Development Plan 2021/22-2025/26, the Long Term Perspective Plan (LTPP-2011/12-2025/26) various national cross cutting policies and sectoral policies as well as planning frameworks such as Medium-Term Strategic Planning and Budgeting Manual 2008. Furthermore, the review of this strategic plan was set to incorporate East Africa Vision 2050, African Agenda 2063 as well as global aspiration agenda articulated in the Sustainable Development Goals (SDGs 2030).

## 1.11 Shinyanga DC Strategic Plan Layout

The SHYDC reviewed five-year strategic plan has been organized into five chapters. Chapter One presents the general information pertaining the council and the strategic planning process itself. Chapter Two provides the detailed information with regard to internal and external environment following conduct of a thoroughly situational analysis of the council. Chapter Three depicts performance of the outgoing five-year council strategic plan 2017/18-2021/22. Chapter Four of the SP offers the next five years plan whereas strategic issues, services areas of the council have been well captured and detailed as well as the strategic objectives, service output, targets, strategies and the key performance indicators of every service area within the council has been established. Finally, Chapter Five provides the implementation, monitoring and evaluation framework for realization of the course of action set in this five years plan.

#### **CHAPTER TWO**

#### SITUATIONAL ANALYSIS OF SHINYANGA DISTRICT COUNCIL

#### 2.1 Introduction

This chapter presents situational analysis of Shinyanga District Council as a base for strategic planning process as it provides the picture of SHYDC current situation in each service area. The situational analysis of the Council was done in a participatory manner by considering both the internal and external environment. The internal environment focused mainly to establish the current situation and respective problems for every division/unit to be reflected in the next five year's council strategic plan. Likewise, the external environment was analyzed in order to mainstream Government aspirations articulated in the National Five Years' Development Plan (FYDP-III) 2021/22-2025/26 being the third phase of Long-Term Perspective Plan (LTPP) as the implementing framework of Tanzania Development Vision 2025. Further, the review took into account various cross cutting policies and sectoral policies as well as the Medium-Term Strategic Planning and Budgeting Manual 2008.

Also, external environment put into board key targets reflected in the Ruling Part Manifesto 2020-2025' as well as other cross cutting and sectoral policies. Moreover, the East Africa Vision 2050, African Agenda 2063 and UN Sustainable Development Goals (SDGs 2030) were mainstreamed into SHYDC five years strategic plan (2021/22-2025/26). Similarly, SWOC analysis was analyzed to draw up SHYDC Strengths and recognize Opportunities that may be usefully to address Weakness and Challenges. Finally, Stakeholders analysis was done in order to understand position of institutions/individual toward success or failure of SHYDC next five years' strategic plan.

## 2.2 Internal Environment Analysis

## 2.2.1 Administration and Human Resource Management Division

The SHYDC Administration and Human Resource Management Division forms one among of the nine divisions and its core functions include: -

- i. Interpret Public Service Regulations; Standing Orders and other Labour laws;
- ii. Oversee the implementation of ethics and value promotion activities including corruption prevention education;
- iii. Administer and oversee implementation of activities such as recruitment, selection, orientation, training and employee development, promotion, discipline, retention, motivation, performance management and general staff welfare:
- iv. Ensure optimal, efficient and effective management and utilization of human resource;
- v. Coordinate Workers Council and Trade Union affairs;

- vi. Oversee the development and implementation of effective policies, procedures and guidelines for recruitment, training and development, deployment, retention of staff, promotions, performance management;
- vii. Conduct regular human resources audit and inventory of current and needed skills:
- viii. Provide registry, messengerial and courier services; and manage Office records;
- ix. Handle protocol matters;
- x. Facilitate provision of security services, transport and general utilities;
- xi. Facilitate maintenance of Office equipment, buildings and grounds;
- xii. Coordinate implementation of ethics and value promotion activities;
- xiii. Coordinate implementation of diversity issues;
- xiv. Coordinate implementation of Private Sector Participation, Business Process Improvement and Client Service Charter;
- xv. Provided advice on organizational efficiency of the Office.
- xvi. Coordinate election activities in Council; and
- xvii. Supervise General and LGAs elections.

Furthermore, the Administration and Human Resources Division is made up by two sections namely Human Resource Management Section and Administration Section.

## A. Human Resource Management Section

- i. The Human Resource Management Section being one among of the two sections charged under Administration and Human Resource Division is responsible with the following functions: -
- ii. Interpret and ensure adherence to Public Service Regulations, Standing Orders and other Labour laws;
- iii. Carry out human resources planning and development;
- iv. Coordinate staff recruitment, selection, orientation, placement, confirmation, training and employee development, promotion, motivation and transfer;
- v. Prepare Annual Personnel Emolument estimates and administer salaries and process payrolls;
- vi. Coordinate implementation of Open Performance Review and Appraisal System (OPRAS);
- vii. Oversee employee's benefits (pension, allowances, retirement, resignation, deaths etc) and other entitlements;
- viii. Oversee services related to separation form service (retirement, resignation etc);
- ix. Facilitate employee relations and welfare including employee health and safety, sports and culture;
- x. Process and update leave records such as vacation, sick, maternity, study and terminal;
- xi. Coordinate complaints and grievances handling;
- xii. Serve as a Secretariat to the Appointment Committee; and
- xiii. Coordinate Workers Council and Trade Union affairs.

#### **B.** Administration Section.

The Administration Section being one among of the two sections charged under Administration and Human Resource Division is responsible with the following functions: -

- i. Facilitate maintenance of office equipment, buildings and grounds:
- ii. Coordinate implementation of ethics and value promotion activities including prevention of corrupt practices;
- iii. Coordinate implementation of diversity issues;
- iv. Provide registry, mesangial and courier services and manage office records;
- v. Handle protocol matters;
- vi. Facilitate provision of security services, transport and general utilities;
- vii. Coordinate implementation of Private Sector Participation, Business Process Improvement and Client Service Charter in the Office;
- viii. Advise on organizational efficiency of the Office;
- ix. Coordinate election activities in Council;
- x. Coordinate General elections and LGAs elections; and
- xi. Monitor implementation of principles of good governance.

## 2.2.1.1 Administration and Human Resource Management Division Staffing Level

The Administration and Human Resource Management Division currently is resourced with 169 Staffs of which two (2) employees have a Master's Degree, 12 Bachelor Degree, 34 Diploma, 114 Certificate, 23 Form Four and seven (7) employees their level of education is Standard Seven. The Administration and Human Resource Management Division Staffing Level is presented in Table 2.

Table 2: SHYDC Administration and Human Resource Management Division Staffing Level

S/N	Designation	Required	Available	Deficit
1.	District Executive Director	1	1	0
2.	Head Administration and Human	1	1	0
	Resource Management Division			
3.	Human Resource Officers	7	4	3
4.	Administrative Officer	2	1	1
4.	Ward Executive	26	26	0
5.	Village Executive	126	114	12
6.	Transport Officers	1	0	1
7.	Records Management Assistant	19	9	10
8.	Office attendants (Dying carder)	19	5	14

S/N	Designation	Required	Available	Deficit
9.	Office management Secretaries	19	8	11
10.	Security Guards (Dying carder)	0	0	0
11.	11. Drivers		9	12
	Total	242	169	73

Source: SHYDC Administration and Human Resource Management Division (2023).

## 2.2.1.2 Office Layout

Shinyanga District Council under Administration and Human Resource Management Division ensures all divisions/units have offices, furniture and other working tools so as to fulfill their regular duties and responsibilities. The Council has 9 divisions 9 units with a total number 0f 2,270 employees as illustrated in Table 3.

Table 3: SHYDC number of employees in Divisions and Units.

S/N	Division	No. of	Unit	No. of
3/N	Division	employees	Unit	employees
1.	Infrastructure, Rural and Urban	4	Legal Services Unit	1
	Development Division			
2.	Health, Social Welfare and	222	Internal Audit Unit	1
	Nutrition Services Division			
3.	Industry, Trade and	2	Procurement	5
	Investments Division		Management Unit	
4.	Pre-Primary and Primary	1242	ICT Unit	3
	Education Division			
5.	Secondary Education Division	463	Government	0
			Communication	
			Unit	
6.	Community Development	30	Waste	3
	Division		Management and	
			Sanitation Unit	
7.	Agriculture, Livestock and	98	Sports, Culture and	0
	Fisheries Division	7	Arts Unit	4.4
8.	Planning and Coordination	7	Finance and	14
	Division	400	Accounts Unit	•
9.	Human Resource Management	169	Natural Resources	6
	and Administration Division		and Environment	
			Conservation Unit	
Total			2,270	

Source: SHYDC Administration and Human Resource Management Division (2023).

## Challenges

The Shinyanga District Council Administration and Human Resource Management Division faces a number of challenges including: -

- Budget deficit for staff training and development, staff welfare and facilitation of all Council statutory meetings;
- ii. Shortage of staff offices;
- iii. Shortage of staff;
- iv. Shortage of working tools;
- v. Lack of confidentiality on official Government Information; and
- vi. Increasing staff debts.

## 2.2.2 Infrastructure, Rural and Urban Development Division

The Infrastructure, Rural and Urban Development Division is one of the nine divisions in Shinyanga District Council. The division was formed in 2022 following the abolishment of the then Works and Fire Rescue Department. Similarly, fire brigade and rescue activities were shifted from LGAs to the Ministry of Home Affairs. The core functions of Infrastructure, Rural and Urban Development Division include: -

- i. Advise on matters related to construction industry:
- ii. Plan development of infrastructure;
- iii. Analyze and make recommendations on claims for payment of contractors;
- iv. Inspect construction works performed by Council and ensure their quality;
- v. Issue certificates to contractors for completed contracts;
- vi. Undertake paving of new roads in collaboration with TARURA;
- vii. Establish and maintain cooperation with Institutions outside and inside the Country dealing with infrastructure issues;
- viii. Participate in facilitating resolution of land use conflicts:
- ix. Manage urbanization process in collaboration with Ministry responsible for land; and
- x. Oversee development of rural and urban settlements in collaboration with Ministry responsible for land.

Furthermore, the Infrastructure, Rural and Urban Development Division is made up by three (3) sections namely Works Section; Roads Section; and Rural and Urban Development Section.

#### A. Works Section

The works section under Infrastructure, Rural and Urban Division is responsible with the following core functions: -

- i. Provide advice on laws, regulations, procedures and all matters related to construction;
- ii. Analyze, interpret and manage the implementation of policies, laws and regulations on construction issues;
- iii. Prepare contracts related to buildings and installations;
- iv. Prepare and estimate construction costs;

- v. Follow up performance of contractors;
- vi. Analyze and make recommendations on payments claims from contractors;
- vii. Inspect buildings and ensure their quality;
- viii. Issue certificates to contractors for completed works as per contracts; and
- ix. Supervise operations of the Council workshops.

#### **B. Roads Section**

The road section under Infrastructure, Rural and Urban Division is responsible with the following core functions: -

- i. Provide advice on matters related to identification and paving of new roads;
- ii. Analyze, interpret and manage the implementation of policies, laws and regulations on paving roads;
- iii. Pave new roads in the surveyed land;
- iv. Prepare contracts for paving of new roads;
- v. Prepare cost estimates for roads paving;
- vi. Make follow up on performance of contractors;
- vii. Issue certificates to contractors for completed works as per contracts;
- viii. Analyze and make recommendations on payments claims from contractors;
- ix. Inspect paved roads to ensure quality; and
- x. Supervise construction and maintenance of bus stand.

## C. Rural and Urban Development Section

The Rural and Urban Development Section forms one among of the three sections under Infrastructure, Rural and Urban Development Division and its core functions include: -

- Oversee development of rural and urban settlements in collaboration with the Ministry responsible for lands;
- ii. Manage environmental and social amenities;
- iii. Guide urban development planning, housing and sustainable land use;
- iv. Oversee and coordinate management of antiquities and tourism;
- v. Manage urbanization process in collaboration with the Ministry responsible for lands;
- vi. Coordinate and nurture evolution of emerging towns from village to urban settlements; and
- vii. Participate in facilitating resolution of land use conflicts.

## 2.2.2.1 Infrastructure, Rural and Urban Development Division staffing level

The SHYDC Infrastructure, Rural and Urban Development Division has a total number of 6 staff with different level of qualification and profession as illustrated in Table 4.

Table 4: SHYDC Infrastructure, Rural and Urban Development Division staffing level

Title	Required	Available	Deficit
District Engineer	1	0	1
Engineer- Roads	2	1	1
Engineer- Buildings	2	1	1
Quantity Surveyor	1	0	1
Architect	1	0	1
Technician- Roads	1	0	1
Technician- Buildings	1	2	-1
Land Officer	3	0	3
Land Assistant	2	1	1
Valuers	2	1	1
Town Planners	3	0	3
Surveyors	2	0	2
Assistant Surveyors	2	0	2
Cartographer	2	0	2
Documentary Typist	1	0	1
Records Officer	1	0	1
TOTAL	27	6	21

Source: SHYDC Infrastructure, Rural and Urban Development Division, (2023).

#### 2.2.2.2 SHYDC Road Network

Shinyanga DC has a road network of 743.23 kilometers; out of which 258.21 km are gravel roads and 485.02 km are earth roads as illustrated in Table 5 and Table 6.

**Table 5: SHYDC road conditions** 

Road	Road Condition (Km)							
<b>Surface Type</b>	Good	Fair	Poor	Total	Remarks			
Paved	39	0	0	39	More 1	funds	required	to
					improve	the roa	ds surface	
Gravel	175.93	60.09	22.19	258.21	More 1	funds	required	to
					improve	the roa	ds surface	
Earth	118.19	189.17	177.66	485.02	More 1	funds	required	to
					improve	the roa	ds surface	
Total	333.12	249.26	199.85	782.23	More 1	funds	required	to
					improve	the roa	ds surface	

Source: SHYDC Infrastructure, Rural and Urban Development Division, (2023).

Table 6: SHYDC status of road network by category

Category	Surface	Road Condition, Km			Total, Km
	Туре	Good	Fair	Poor	
Regional roads	Tarmac				
	Paved	39			39
	Gravel				
District roads	Tarmac				
	Paved				
	Gravel	175.93	60.09	22.19	258.21
	Earth	118.19	189.17	177.66	485.02
Total		333.12	249.26	199.85	782.23

Source: Infrastructure, Rural and Urban Development Division, (2023).

## 2.2.2.3 Road Set Compact

The status of SHYDC roads includes 06 bridges and 470 culverts as presented in Table 7.

**Table 7: SHYDC Road Set Compact** 

Element	Unit	Requirement	Available	Deficit
Bridges	No.	40	6	34
Culverts	No.	600	470	130
Lined ditches	Meter	000	000	000
Street Lighting	No.	350	0	350
Road/Construction	Motor grader	1	0	1
Equipment and	Vibrating roller	1	0	1
Plants.	Excavator	1	0	1
	Wheel loader	1	0	1
	Water bowser	1	0	1
	Low bed	1	0	1

Source: SHYDC Infrastructure, Rural and Urban Development Division, (2023).

#### 2.2.2.4 SHYDC Land Distribution

SHYDC has a total area of 4,212 square kilometres of land, which is subjected to various land uses, including Institution, Residential, Industrial, Commercial, Agriculture, Forest reserve, Dump site, Open spaces, Mining (Quarry), Power line buffer as indicated in Table 8.

**Table 8: SHYDC Land Use Distribution** 

S/N	Land use	Area coverage	Percentage
		(square	of coverage
		kilometres)	
1.	Institution	1,100	26%
2.	Residential	310.6	7%
3.	Industrial	65	2%
4.	Commercial	35	1%
5.	Agriculture	1,656.8	39%
6.	Forest reserve	60	1%
7.	Dump site	30	1%
8.	Open spaces	12	0%
9.	Mining (Quarry)	68	2%
10.	Power line buffer	31.4	1%
11.	Other uses (cemeteries, open spaces,	100	2%
	water courses)		
12.	Road network	743.23	18%
	Total	4,212	100%

Source: SHYDC Infrastructure, Rural and Urban Development Division, (2023).

## 2.2.2.5 Challenges

The Infrastructure, Rural and Urban Development Division is constrained by several challenges including: -

- i. Lack of department vehicles for construction projects supervision
- ii. Shortage of staff;
- iii. Shortage of working tools;
- iv. Inadequate capacity building programs; and
- v. Absence of Land registry

## 2.2.3 Industry, Trade and Investment Division

The Industry, Trade and Investment Division forms one among of the nine divisions established in 2022. The division was established following harmonization of functions that were previously performed under two department namely Finance and Trade Department and Planning, Statistics and Monitoring Department. Industry, Trade and Investment Division has the following core functions: -

- vi. Coordinate implementation of policies, laws, regulations and procedures related to industry, trade, marketing and investment;
- vii. Promote industrial, trade, marketing and investments in the Council;
- viii. Plan for and develop industrial sites and parks in collaboration with other key players;
- ix. Plan incentives for industrial, trade, marketing and investment promotion;
- x. Promote advancement of Small and Medium Enterprises (SMEs);
- xi. Develop investment proposals and projects;

- xii. Advance measures for private sector development;
- xiii. Establish and manage database for industrial, trade, marketing and investments;
- xiv. Oversee management of one stop business center's;
- xv. Undertake research on investment promotion;
- xvi. Coordinate business forum:
- xvii. Administer auctions and markets activities in the Council:
- xviii. Implement Business Development Strategy for small vendors and small business providers; and
- xix. Provide conducive Business and investment Environment in order to promote Business and Investment.

The SHYDC Industry, Trade and Investment Division is made up by two sections namely Industry Development and Investment Section as well as Trade and Marketing Section.

## A. Industry Development and Investment Section

The Industry Development and Investment Section being one among of the two sections under Industry, Trade and Investment Division performs the following core functions: -

- i. Coordinate implementation of policies, laws, regulations and procedures on industry and investment sectors;
- ii. Promote and coordinate implementation of Public Private Partnership;
- iii. Allocate, develop and monitor industrial sites and parks:
- iv. Provide advice on improvement of Industrial policies and coordinate sector meetings:
- v. Promote production of various raw materials for industrial use;
- vi. Prepare and maintain registers of industries and investments;
- vii. Plan and estimate tariffs for small industries:
- viii. Develop and review investment profile:
- ix. Promote private sector investments;
- x. Coordinate and provide advice to investors; and
- xi. Create conducive environment for investment.

## **B.** Trade and Marketing Section.

The Trade and Marketing Section being one among of the two sections under Industry, Trade and Investment Division performs the following core functions: -

- i. Supervise implementation of trade and marketing policies, laws, rules and regulations;
- ii. Provide entrepreneurial skills to business community;
- iii. Coordinate and provide advice on trade registration activities;
- iv. Analyze trade and marketing reports and advice accordingly;
- v. Coordinate District Business Council forum;
- vi. Promote public private sector partnerships;

- vii. Administer auctions and markets activities in the Council; and
- viii. Collect and distribute marketing information of goods and services to interested parties;
- ix. Implement Business Development Strategy for small vendors and small business providers; and
- x. Provide conducive Business Environment.

## 2.2.3.1 Industry, Trade and Investment Division Staffing Level

The SHYDC Industry, Trade and Investment Division currently is resources with a total of 02 staff with different levels of education and professionalism as indicated in Table 9.

Table 9: SHYDC Industry, Trade and Investment Division Staffing Level

S/N	Professional	Required	Available	Deficit
1	Investment Officer	1	0	1
2	Marketing Officer	1	0	1
3	Trade Officer	2	2	0
4	Agro mechanization Officers	1	0	1
Total		5	2	3

Source: SHYDC Industry, Trade and Investment Division, (2023).

## 2.2.4 Health, Social Welfare and Nutrition Services Division

The Health, Social Welfare and Nutrition Services Division forms one among of the nine divisions established in 2022. The division was established following harmonization of functions that were previously performed under two department namely Health Department and Community Development, Social Welfare and Youth Development Department. The Health, Social Welfare and Nutrition Services Division has the following core functions: -

- i. Supervise implementation of policies, laws and procedures on provision of health, social welfare and nutrition services;
- ii. Prepare short- and long-term plans and programs for health sector in the Council;
- iii. Promote participation of various players in health, social welfare and nutrition activities;
- iv. Prepare and submit reports on health, social welfare and nutrition services to relevant authorities;
- v. Develop strategies for control of communicable and non-communicable diseases;
- vi. Manage health, social welfare and nutrition projects; and
- vii. Manage database of for health, social welfare and nutrition services related matters.

The SHYDC Health, Social Welfare and Nutrition Services Division is made up by three sections namely Health Services Section, Social Welfare Section and Nutrition Services Section.

#### A. Health Services Section

The Health Services Section under Health, Social Welfare and Nutrition Services Division is charged with the following core functions: -

- i. Analyze, interpret and supervise implementation of Policy, Laws, and Procedures of health services:
- ii. Advise on coordination and building capacity on health services;
- iii. Prepare short- and long-term plans and programs for health services;
- iv. Provide technical advice to stakeholders on health services issues; and
- v. Conduct epidemiology monitoring and evaluation, prevention of noncommunicable, communicable and emerging diseases in all facilities, communities and point of entries

#### **B.** Social Welfare Section

The Social Welfare Section being one among of the sections under Health, Social Welfare and Nutrition Services Division performs the following core functions: -

- i. Analyze, interpret and manage the implementation of policies, laws and procedures of the social welfare improvement;
- ii. Prepare short- and long-term plans and projects for Social Welfare;
- iii. Supervise implementation of plans and projects for social welfare;
- iv. Coordinate and manage all projects related to Social Welfare; and
- v. Prepare reports related to social welfare.

#### C. Nutrition Services Section.

Nutrition Service Section forms one among of the three sections charged under Health, Social Welfare and Nutrition Services Division its core functions include: -

- i. Analyze, interpret and manage the implementation of policies, laws and procedures of the nutrition improvement;
- ii. Prepare short- and long-term plans and projects for nutrition;
- iii. Supervise implementation of plans and projects for nutrition;
- iv. Coordinate and manage all projects related to nutrition;
- v. Prepare reports related to social nutrition;
- vi. Sensitize community on nutrition issues;
- vii. Monitor and evaluate provision of nutrition services in the Council;
- viii. Collect and analyze nutrition services reports; and
- ix. Provide nutrition services to children, adults and persons with special needs

## 2.2.4.1 Health, Social Welfare and Nutrition Services Division Staffing Level

The Health, Social Welfare and Nutrition Services Division has a total of 287 staff in different caders as illustrated in Table 10.

Table 10: SHYDC Health, Social Welfare and Nutrition Services Division Staffing Level

S/N	Position	Required	Available	Deficit
1	Medical Officers	12	12	0
2	Assistant medical officer	20	2	18
3	Technologists (Radiographer)	6	0	6
4	Clinical Officers	43	27	16
5	Assistant Nursing Officers	37	28	9
6	Nurses	139	26	113
7	Ophthalmic Nursing Officers	5	0	5
8	Medical Recorder	7	0	7
9	Optometrist	5	0	5
10	Medical Attendants	103	34	69
11	Health laboratory Technologists	7	6	1
12	Pharmaceutical Technologists	6	5	1
13	Assistant Pharmaceutical Technologists	36	2	34
14	Assistant Dental Officers	1	0	1
15	Dental Therapist	5	0	5
16	Assistant Social Welfare Officers	4	0	4
17	Welfare Assistant	39	0	39
18	Community Health	39	126	0
19	Assistant Environmental Health Officers	27	7	20
20	Dobi	7	0	7
21	Security Guard	86	8	78
22	Data Clerk	39	0	39
23	Mortuary attendants	6	0	6
24	Revenue Collector	39	0	39
25	Health Insurance Expert	39	0	39
26	Assistant Accountants	40	4	36
	Total	797	287	597

Source: SHYDC CMOs Office (2023).

## 2.2.4.2 CHMT Members

The Council Health Management Team (CHMT) has 21members. The CHMT is responsible for managing all health matters within the Council. The members of this committee are supervisors/coordinators of the various units in the Health, Social Welfare and Nutrition Services Division.

#### 2.2.4.3 Health Facilities in the Council

The Health, Social Welfare and Nutrition Services Division has 47 health facilities. They include 1 District Hospital, 4 government health centres, 1 private health centres and 41 Dispensaries (government 37, Private 2 and 2-faith based) as illustrated in Table 11.

Table 11: SHYDC Health facilities and type of ownership

Type of health	Number of health facility by type of ownership					
facilities	Government	FBO	Private	Parastatal	Total	
Hospital	1	0	0	0	1	
Health Centre	4	1	0	0	5	
Dispensary	37	2	2	0	41	
Total	42	3	2	0	47	

Source: SHYDC CMOs Office (2023).

According to the National policy, each village must have 1 dispensary, each ward must have 1 health center and a district must have 1 hospital. However, the council has a total of 126 villages whereby only 33 villages have dispensaries while 93 villages do not have dispensaries. Moreover, there are 26 wards in the council out of which only 5 wards have health centers making deficit of 21 health centers illustrated in Table 12. The council has planned to rehabilitate 2 Health centers to strength caesarian session in in the year 2024/2025.

**Table 12: SHYDC Existing Health Facilities** 

Туре	Requirement	Available	Deficit
Dispensary	126	33	93
Health Centre	26	5	21
Hospital (DDH)	1	1	0
Total	153	39	114

Source: SHYDC CMOs Office (2023).

## 2.2.4.4 Status and Condition of the District Health Facilities

Among 47 health facilities available in Shinyanga DC, 11 facilities are in a good condition, 19 need Major Repair and 17 need Minor Repair as indicated in Table 13.

Table 13: Status and Condition of the District Health Facilities

Facilities	PHYSICAL STATE					
	No. of existing health facilities	Good condition	No. Need Major Repair/replacement	No. need Minor Repair		
Hospitals	1	1	0	0		
Health Centre	5	4	1	1		
Dispensaries	41	6	18	16		
Total Facilities	47	11	19	17		

Source: SHYDC CMOs Office, (2023).

## 2.2.4.5 Shinyanga DC Major Epidemic Diseases

SHYDC is critically affected by top ten epidemic diseases that threaten the community of different ages in the area as shown in Table 14 and Table 15 for outpatient and inpatient respectively.

Table 14: SHYDC OPD Top-Ten Diseases/Diagnosis in the Council as per Outpatient attendance register.

S/	Diagnosi	< 5 year	irs			Diagnosis	5+ year	rs		
N	S	M	F	Total	% of OPD Case s		M	F	Total	% of OPD case s
1	Upper Respirator y Infections	1467 0	1526 8	2993 8	41.06	Upper Respiratory Infections	1084 7	1129 0	2213 7	29
2	Malaria (BS+, mRDT+Ve	5075	5283	1035 8	14.21	Urinary Tract Infections	7039	7326	1436 5	18.8 2
3	Diarrhea with No Dehydrati on	3781	3935	7716	10.58	Malaria (BS+, mRDT+Ve	4919	5120	1003 9	13.1 5
4	Urinary Tract Infection	2089	2175	4264	5.85	Other Non- infectious GIT Diseases	1181	1230	2411	3.16
5	Other Non- infectious GIT Diseases	1017	1058	2075	2.85	Pneumonia, Severe &Non- Severe	1075	1119	2194	2.87
6	Intestinal Worms	810	843	1653	2.27	Intestinal worms	1044	1086	2130	2.79
7	Dirrhea with Some Dehydrtio n	673	803	1476	2.02	Diarrhea with No Dehydration	899	935	1834	2.4

S/	Diagnosi	< 5 year	ırs			Diagnosis	5+ yea	rs		
N	S	M	F	Total	% of OPD Case s		M	F	Total	% of OPD case s
8	Other Non- Infectious GIT Diseases	833	912	1745	2.02	Peptic Ulcers	861	897	1758	2.3
9	Skin Infection - Fungal	717	590	1307	1.79	Hypetension	779	810	1589	2.08
10	Skin Infection - Fungal	632	620	1252	1.72	Anaemia, Severe&Moder ate	665	692	1357	1.78
	Total	30,29 7	31,48 7	61,78 4			29,30 9	30,50 5	59,81 4	

Source: SHYDC CMOs Office, (2023)

Table 15: SHYDC Inpatient Top Ten Diseases/Diagnosis in Council

S/N	Diagnosis	Admission (< 5 years)	Diagnosis	Admission (5+ years)
1	Malaria (BS +Ve, mRDT +Ve & Clinical)	319	Malaria (BS +Ve, mRDT +Ve & Clinical)	537
2	Pneumonia, Severe &Non- Severe	217	Gynecological Disease	435
3	Anemia, Severe &Moderate	182	Symptomatic HIV infections	330
4	Acute Diarrhoea (<14 Days)	165	Urinary Tract Infection	271
5	Birth asphyxia	43	Typhoid	195
6	Moderate Malnutrition	32	Anemia, Severe & Mild/Moderate	169
7	Low birth weight and prematurity complication	24	Peptic Ulcers	127
8	Marasmic Kwashiorkor	22	Hypertension	113
9	Marasmus	22	Pneumonia, Severe &Non-Severe	98
10	Upper Respiratory Infections	20	Tuberculosis	62

Source: CMOs Office, DHIS2 (2023).

## 2.2.4.6 Immunization coverage

The health of a community can also be assessed by the levels of infant and child mortality. For example, protection of expectant/lactating mothers and children through immunization has to a large extent reduced their risk of being infected. Table 16 indicate immunization in Shinyanga DC.

**Table 16: SHYDC Immunization Coverage** 

Penta	Vaccinated	%
1	17671	112
2	16588	105
3	16706	105

Source: SHYDC CMOs Office, (2023)

## 2.2.4.7 Neonatal, Infant, Under five and Maternal mortality in the year 2021/22

Neonatal mortality refers to death of children occurred from 0 to 28 days of life, Infant mortality refers to death of children occurred at the age of 1month to 11months, under five mortality refers to death of children aged from 12months to 59 Months while Maternal mortality refers to death of pregnant mothers' regardless gestation age and location of pregnancy and death of post-natal mothers up to 42 days after gestation. Table 17 provides general information on these Basic Health Indicators.

Table 17: SHYDC Neonatal, under five, infant and maternal death

Neonatal death	Infant death	Under five death	Maternal death
12	12	23	6

Source: SHYDC CMOs Office, (2023)

#### 2.2.4.8 HIV/AIDS and TB

Shinyanga District council is one among the Council that suffer with HIV pandemic. There are a number of ways for measuring the extent and trend of the HIV prevalence among the people. The ones employed in Shinyanga DC include testing family blood donors, prevalence among VCT volunteers and among expecting mothers participating in the PMTCT Service. Available data shows that the Overall HIV/AIDS prevalence rate in Shinyanga DC for the year 2022/23 is 3.2%.

The council continues to make efforts by setting strategies and cooperating with other stakeholders to ensure that the prevelance of HIV/AIDS decreases.

In the case of Tuberculosis (TB), a total number 474 patients have been notified and registered. To reduce this number, the community has been sensitised to change their lifestyle and avoid ways that can cause TB transmission.

## 2.2.4.9 Availability of Health Supporting Materials

**Table 18: Health Services Supporting Materials** 

Health facilities	REQUIRED			AVAILABLE			SHORTAGE					
	Bed	Bed sheet	Mattress	Delivery bed	Bed	Bed sheet	Mattress	Delivery bed	Bed	Bed sheet	Mattress	Delivery bed
Hospital	175	700	175	8	24	100	24	8	115	600	151	0
Health Centre	255	1020	255	18	205	410	205	18	50	610	50	0
Dispensary	345	1380	340	80	122	488	122	69	223	892	218	11

Source: SHYDC CMOs Office (2023)

## 2.2.4.10 Environmental Health and Sanitation

**Table 19: Number of Households Inspected** 

No of	Households	Type of toi	let				
House holds	inspected	Type A	Type B	Type C	Type D	Type E	Type X
540,53	42,082	11,305	108,40	120,84	6,128	0	1,725

Source: SHYDC CMOs Office, (2023).

Key:

Type A: Traditional toilet (pit latrine)

Type B: Improved pit latrine

Type C: Toilet with pipe

Type D: Flashing system toilet

Type E: Ecology toilet

Type X: No toilet

Table 20: SHYDC Hotel inspection and Food vendor's inspection

Business type	Inspected	Registered by TFDA	Medical Examination
Bar/grocery	203	32	102
Food vendors	260	21	183
Hotel	0	0	0
Restaurant	0	0	0
Saloon	30	0	0
Food processing industries	0	0	0
Slaughter	3	3	17

Business type	Inspected	Registered by TFDA	Medical Examination
Local brews clubs	0	0	0
Whole sale shops	0	0	0
Retail shop shops	76	0	0
Pharmacy/	30	30	0
Cosmetics	39	21	0
Supermarket	39	21	0
Butchers	62	0	32
Milling machines	160	0	93
Total	902	128	427

Source: SHYDC CMOs Office, (2023)

## 2.2.4.11 Key partners and their area of operation

**Table 21: SHYDC Partners and their area of operation** 

Agency/Partner name	Program/Activity	Areas of Operation
PATHFINDER	Family Planning	SHINYANGA DC (All health facilities)
Maria Stopes	Family Planning	SHINYANGA DC (All health facilities)
NELICO	Youth friendly services/HIV	SHINYANGA DC (16 Health facilities)
Touch Foundation	MMH (Mobilize Maternal Health Community Tax Divers	SHINYANGA Dc (All Health facilities)
Jhpiego	Youth Friendly Services	SHINYANGA Dc (All health facilities
THPS	HIV, CECAP (Cervical Cancer Screening)	SHINYANGA Dc (14 Health facilities)
HYDOM	Safe Birth Bundle of Care (UZAZI SALAMA)	NINDO Hc
CSSC	PMTCT	SHINYANGA DC (9 Health facilities)
Save the Children	Nutrition	SHINYANGA Dc (All health facilities

Source: SHYDC CMO Office, (2023).

## **2.2.4.12 Challenges**

Shinyanga District Council health department faces a number of challenges which hinder the effective delivery of quality services to the community. The following are among the challenges:-

- i. Limited budget allocation;
- ii. Unreliable transport facilities;
- iii. Inadequate medical supplies and equipements in health facilities;
- iv. Shortage of health skilled staff; and
- v. Poor infrastructures eg. Road

## 2.2.5 Pre-Primary and Primary Education Division

The Pre-Primary and Primary Education Division forms one among of the nine divisions within SHYDC. The division was renamed in 2022 following inclusion of special needs, adult and non-formal education and life skills activities. Similarly, following functions of pre-primary education activities being performed under the former known as primary education department. The Pre-Primary and Primary Education Division has the following core functions: -

- i. Plan for acquisition, distribution and use of resources in primary schools;
- ii. Supervise administration of continuous assessments and primary schools National Examinations;
- iii. Supervise the delivery of adult and non-formal education at pre primary and primary level:
- iv. Coordinate life skills education in primary schools;
- v. Conduct needs assessment for special needs, adult and non-formal education;
- vi. Provide advice on establishment and maintenance of special needs, adult and non-formal education centres:
- vii. Monitor implementation of primary education plans and programs;
- viii. Create and maintain database on pre-primary and primary education; and
- ix. Coordinate and supervise sports and games activities in primary schools.

The Pre-Primary and Primary Education Division is made up by four sections namely Academic Section, Statistics and Logistics Section, Special Needs Education Section as well as Adult and Non-Formal Education Section.

#### A. Academic Section

The academic section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- i. Coordinate implementation of Pre-Primary and Primary education policies, plans, circulars, and guidelines at school level;
- ii. Coordinate and supervise administration of school's continuous assessments and national standard four and seven examinations;

- iii. Monitor and evaluate the implementation of pre-primary and primary education plans;
- iv. Prepare reports on implementation of education development plans and programs; and
- v. Coordinate provision of education for self-reliance and management of income generating activities/project in Primary schools.

## **B.** Statistics and Logistics Section

The statistics and logistics section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- i. Collect, analyze and interpret Pre-primary and Primary education statistics;
- ii. Coordinate acquisition, distribution and use of educational resources in primary schools;
- iii. Coordinate enrolment statistics and logistics for schools;
- iv. Prepare implementation reports on education development; and
- v. Determine resource needs for schools in the Council.

## C. Special Needs Education Section

The special needs section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- i. Prepare and supervise special needs education implementation plans for primary education;
- ii. Identify children with special needs and allocate them to schools:
- iii. Collect information on pupils with special needs and advise accordingly; and
- iv. Coordinate acquisition, distribution and use of resources for special needs education.

#### D. Adult and Non-Formal Education Section

The adult and non-formal education section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- i. Prepare and supervise adult and non-formal education implementation plans for primary education;
- ii. Coordinate life skills education;
- iii. Conduct needs assessment for adult and non-formal education;
- iv. Advise on establishment and maintenance of adult and non-formal training centres: and
- v. Coordinate acquisition, distribution and use of resources for adult and nonformal education.

## 2.2.5.1 Pre - Primary and Primary Education Division Staffing Level

The Pre - Primary and Primary Education Division has 8 staff members at council headquarters, 26 Ward Education Officers, 0 Pre - Primary and 1,231 Primary school teachers as indicated in Table 22.

Table 22: SHYDC Pre - Primary and Primary Education Staffing Level

Position	Required	Available	Deficit
District Pre-Primary and Primary Education Officer	1	1	0
District Academic Officer	3	2	1
Statistics and Logistics Officer	3	3	0
Special Needs Education Officer	1	1	0
Adult Education and Non- Formal Education Officer	1	1	0
Ward Education Officers	26	26	0
Teachers	2,250	1,231	1,019
TOTAL	2,285	1,265	1,020

Source: SHYDC Pre - Primary and Primary Education Division, (2023).

## 2.2.5.2 Number of Pre- Primary and Primary school and enrollment

Shinyanga District Council has total number of 136 government pre-primary and primary schools as well as 03 private schools with a total number of 101,681 pupils for both government and private schools as indicated in Table 23.

**Table 23: SHYDC Pre-Primary and Primary School Enrollment** 

CLIVEC Drimon, Cohool	Number of Pupils				
SHYDC Primary School	Boys	Girls	Total		
Government	48,184	53,104	101,288		
Private	198	195	393		
Grand Total	48,382	53,299	101,681		

Source: SHYDC Pre - Primary and Primary Education Division, (2023).

Furthermore, in pre-primary schools the total enrollment was 12,356 pupils where by 6,046 were boys and 6,310 were girls. Similarly, the SHYDC has 17 centers for COBET pupils with 174 pupils out of which 106 are males and 68 are females.

## 2.2.5.3 Availability of teachers

The Pre-primary and Primary school education Division in SHYDC has a total number of 1,231 government teachers, attached in different ward as indicated in Table 24.

Table 24: Availability of Teachers and their levels of education

Required	Available	Deficit
2,250	1,231	1,019

Source: SHYDC Pre - Primary and Primary Education Division, (2023).

Furthermore, the division has eight (8) staff located at the Council Headquarter out of which one (01) is female and seven (7) are males.

# 2.2.5.4 Pre - Primary and Primary Education School Education Performance

The performance of national standard seven examinations in the past five years has been increasing significantly as shown in Table 25.

Table 25: National standard seven performance from 2018 to 2022

Yea r	Reg	istere	ed	Exa	mine	d	Abs	entee	es	Pas	S		Fail			% of pas s
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOT	
201 8	2899	3570	6469	2897	3552	6449	2	18	20	1986	2432	4418	911	1120	2031	68.5
201 9	2721	3109	5830	2715	3093	5808	9	16	22	2058	2289	4347	299	804	1461	74.8
202	2908	3613	6521	2895	3583	6478	13	30	43	2149	2685	4834	746	868	1644	74.6
202	3148	3684	6832	3142	3674	6816	9	10	16	2389	2821	5210	753	853	1606	76.4 4
202	4030	2002	9125	4019	5072	9091	11	23	34	2766	3367	6133	1253	1705	2958	67.4

Source: SHYDC Pre - Primary and Primary Education Division, (2023).

# 2.2.5.5 Primary Education Infrastructures

Shinyanga DC has total number of 1,042 classrooms (45%), 403 teachers house (34%), 1,516 pit latrines (33%), 24,321 Desks (72%), 189 teachers offices (64%), 976 tables (104%) and 267 cupboards as indicated in Table 26.

**Table 26: SHYDC Pre-Primary and Primary School's infrastructures** 

Description	Required	Available	Deficit				
PRE-PRIMARY							
Class rooms	136	118	18				
Teachers houses	136	0	136				
Permanent pit latrines	136	0	116				
Stores	136	10	126				
Teachers' offices	136	0	136				
PRIMARY SCHOOL							
Class rooms	2,293	1042	1251				

Description	Required	Available	Deficit
Teachers houses	2,293	403	1890
Permanent pit latrine	s 1926	738	1188
(Boys)	1920	730	1100
Permanent pit latrine	s 2654	778	1876
(Girls)	2004	770	1070
Desks	33748	24321	9427
Teachers' offices	408	272	136
Library	136	129	17
Workshop	136	0	136
Counseling rooms	136	0	92
Stores	136	112	24
Table	33,748	24,321	9,427
Chairs	33,748	24,321	9,427
Cupboards	136	6	130
Shelf	976	159	817

Source: SHYDC Pre - Primary and Primary Education Division, (2023).

### 2.2.5.6 Challenges

Pre - Primary and Primary Education Division is constrained by number of challenges including: -

- Insufficient number of teachers in schools compared with number of pupils enrolled;
- ii. Shortage of school infrastructure:
- iii. The society has little understanding about the importance of education;
- iv. Shortage of teachers' houses;
- v. Absence of school feeding programs.;
- vi. The distance that pupils walk from home to school;
- vii. Poor roads infrastructure

### 2.2.6 Secondary Education Division

Secondary Education Division is one among 9 Divisions in Shinyanga District Council. It was established to coordinate implementation of secondary education policies, plans, laws and circulars and guidelines. The Secondary Education Division is headed by District Secondary Education Officer (DEOS), and assisted with District Academic Officer (DAOS), Statistics and Logistics Officer SLOS as well as Special Needs Education Officer and Adult and Non - Formal Education Officer. The core functions of Secondary Education Division include: -

- i. Supervise the administration of continuous assessments and national form two, four and six examinations;
- ii. Conduct monitoring and evaluation on implementation of secondary education plans and programs;

- iii. Supervise delivery of adult and non-formal education at secondary level;
- iv. Create and maintain database on secondary education;
- V. To coordinate life skills education in secondary schools;
- vi. Coordinate and supervise secondary schools' sports and games;
- vii. Conduct needs assessment for special needs, adult and non-formal education; and
- Viii. Provide advice on establishment and maintenance of special needs, adult and non-formal education centres.

The Secondary Education Division is made up by four sections namely Academic Section, Statistics and Logistics Section, Special Needs Education as well as Adult and Non-Formal Education.

#### A. Academic Section

The academic section being one among of the four sections under Secondary Education Division has the following core functions;

- i. Supervise implementation of secondary education policies, plans, circulars, and guidelines in secondary schools;
- ii. Supervise development of secondary schools' academic performance;
- iii. Coordinate and supervise administration of continuous assessments and National form two, form four and form six examinations;
- iv. Monitor and evaluate implementation of secondary education plans and assess their strength and weakness; and
- v. Coordinate and supervise sports and games in secondary schools.

### **B.** Statistics and Logistics Section

The statistics and logistics section being one among of the four sections under Secondary Education Division has the following core functions;

- i. Collect, analyze and interpret secondary education statistics;
- ii. Coordinate acquisition, distribution and use of educational resources at secondary schools;
- iii. Coordinate enrolment statistics and logistics for schools;
- iv. Prepare implementation reports on education development; and
- v. Determine resource needs for schools in the Council.

#### C. Special Needs Education

The special needs section being one among of the four sections under Secondary Education Division has the following core functions;

- i. Prepare and supervise special needs education implementation plans for secondary education;
- ii. Identify children with special needs and allocate them to schools;
- iii. Collect information on pupils with special needs and advise accordingly:
- iv. Coordinate acquisition, distribution and use of resources for special needs education, Adult and Non-Formal Education Section;

- v. The adult and non-formal education section being one among of the four sections under Secondary Education Division has the following core functions;
- vi. Prepare and supervise adult and non-formal education implementation plans for secondary education;
- vii. Coordinate life skills education;
- viii. Conduct needs assessment for adult and non-formal education;
- ix. Advise on establishment and maintenance of adult and non-formal education centres; and
- x. Coordinate acquisition, distribution and use of resources for adult and nonformal education.

### 2.2.6.1 Secondary Education Division staffing level

The Secondary Education Division has a total of **07** staff located at the district council headquarter, 26 ward education officers and 450 secondary school teachers as indicated in Table 27.

Table 27: SHYDC Secondary School staffing level

S/N	Position	Require	Available	Deficit
1.	District Secondary Education Officer	1	1	0
2.	District Academic Officer	3	3	0
3.	Statistics and Logistics Officer	2	1	1
4.	Special Needs Education Officer	1	1	0
5.	Adult Education Officer	1	1	0
6.	Ward Education Officers	26	26	0
7.	Teachers	753	450	303
	Total	787	483	304

Source: SHYDC Secondary Education Division, (2023).

### 2.2.6.2 Non- Teaching Staff

The Secondary Education Division has a total number of 38 supporting staff with different level of education and qualification as indicated in Table 28.

Table 28: Secondary Education Division Non-Teaching Staff

Sn	Category	Required	Available	Shortage
1	Accountants	32	0	32
2	Storekeepers	32	0	32
3	Nurses	10	0	10
4	Drivers	2	0	2
5	Security	64	32	32
6	Lab Technicians	32	12	20
7	Cooks	10	04	06
8	Secretary	32	02	30
	Total	214	38	164

# 2.2.6.3 Number of Secondary Schools

Shinyanga District Council has a total number of 33 ordinary level secondary schools (form I-IV) and two (2) advanced secondary schools (form V-VI) as indicated in Table 29.

**Table 29: SHYDC Number of Secondary Schools** 

Level	Government	Private	Total
O – level	31	02	33
A – level	01	01	02
Total	32	3	35

Source: SHYDC Secondary Education Division, (2023).

#### 2.2.6.4 Students Enrolment

Currently, Shinyanga District Council has a total number of **13,583** students out of which **12,518** students are enrolled in public schools and **1,065** students in private secondary schools as indicated in Table 30.

Table 30: SHYDC Students enrolled in Secondary Schools

Owner	Number of students					
	O' Level	A' Level	O' Level	A' Level		
	Boys		Gir	Total		
Government	5390	0	6649	479	12,518	
Private	580	32	425	28	1,065	
Total	5,970	32	7,074	507	13,583	

Source: SHYDC Secondary Education Division, (2023).

### 2.2.6.5 Secondary School Infrastructure

Shinyanga District Council has constructed different infrastructure facilities in order to ensure a clear and friendly environment for teaching and learning to both teachers and students. Despite effort made by the council still there is a shortage of infrastructure as indicated in Table 31.

**Table 31: SHYDC Secondary School Infrastructure** 

Item		Required	Available	Shortage	
Classrooms			372	353	19
Laboratories			84	29	55
Administration Blocks			28	11	27
Teachers' houses			416	101	315
Library		32	01	31	
Pit	Latrines	Male	32	30	02
Teachers Fema		Female	32	30	02

Item		Required	Available	Shortage
Pit Latrines	Male	241	171	70
Students	Female	402	218	184
Stores		32	02	30
Admin Block		32	11	21
Dining Hall		32	02	30
Hostels	Male	64	02	62
Female		64	10	50
Dormitories	Male	00	00	00
	Female	20	11	9

### 2.2.6.6 Secondary Schools Furniture's and Facilities

The availability of furniture also helps to create good teaching and learning environment in schools. However, there is a shortage of furniture to different secondary schools available in the Council as indicated in Table 32.

**Table 32: SHYDC Secondary Schools Furniture and Facilities** 

Type of Furniture	Required	Available	Shortage
Students Chairs	13,583	12,176	1,407
Students' tables	13,583	12,176	1,407
Teachers' chairs	450	380	70
Strong rooms	34	30	4

Source: SHYDC Secondary Education Division, (2023).

### 2.2.6.7 Availability of Books in Secondary Schools

Textbooks and references books constitute one of the important teaching and learning materials for the good performance of in schools. The student-book ratio for Science Subjects and Arts Subjects is as indicated in Table 33 while the required ratio is 1:1.

Table 33: SHYDC Book-Students Ratio in Secondary Schools

S/N	School name	Science Books (ratio)	Arts Books (ratio)
1	DIDIA	1:2	1:4
2	GEMBE	1:7	1:2
3	IHUGI	1:6	1:6
4	ILOLA	1:3	1:1
5	IMENYA	1:8	1:7
6	IMESELA	1:4	1:8
7	ISELA	1:7	1:5
8	ISELAMAGAZI	1:3	1:6
9	ITWANGI	1:5	1:4
10	KASELYA	1:4	1:6
11	KITULI	1:6	1:5

S/N	School name	Science Books (ratio)	Arts Books (ratio)
12	LYABUKANDE	1:4	1:2
13	LYABUSALU	1:2	1:4
14	MASENGWA	1:3	1:6
15	MISHEPO	1:5	1:4
16	MWALUKWA	1:4	1:5
17	MWANTINI	1:4	1:6
18	NG'WAKITOLYO	1:3	1:2
19	PANDAGICHIZA	1:2	1:4
20	SALAWE	1:3	1:4
21	SAMUYE	1:4	1:3
22	SHINGITA	1:4	1:2
23	SOLWA	1:3	1:4
24	TINDE	1:4	1:5
25	TINDE GIRLS' HS	1:5	1:6
26	USANDA	1:5	1:3
27	USULE	1:5	1:4
28	ZUNZULI	1:3	1:2
29	DIDIA	1:4	1:6
30	GEMBE	1:5	1:3
31	IHUGI	1:3	1:5
32	ILOLA	1:4	1:6
33	IMENYA	1:4	1:4
34	IMESELA	1:3	1:6

### 2.2.6.8 Academic Performance

The rate of passing Form Four and Form Six Exams reflect the quality of secondary education in the Council. The pass rate in Shinyanga District Council for Form Four and Form Six Examinations is specified in Table 34 and Table 34b respectively.

Table 34: SHYDC Form four examination results from 2019-2021

Year	Number of	Number of Candidates	Division				% of Pass	
	Schools		I	II	III	IV	0	Rate
2019	26	1919	65	231	348	912	363	81
2020	26	1951	95	263	342	905	346	82
2021	26	2,226	106	248	434	1082	356	84

Source: SHYDC Secondary Education Division, (2022).

Table 34b: SHYDC Form six examination results from 2019-2021

Year	Number	Number of	Division					% of
	of Schools	Candidates	1	II	Ш	IV	0	Pass Rate
2019	2	246	25	77	121	12	11	96%
2020	2	286	6	132	137	9	2	99%
2021	2	243	28	122	90	3	0	100%

### 2.2.6.9 Dropout rate

Dropout Rate is the percentage of students enrolled in a given level of education in a given school year that are no longer enrolled in the following school year. The mentioned reasons are truancy, pregnancy, death and other reasons. SHYDC has been experiencing students' dropout all over its available secondary schools as indicated in Table 35.

**Table 35: SHYDC Secondary School Students Dropout Trend** 

Year	Male	Female	Total
2019	334	347	681
2020	208	221	429
2021	131	159	290
2022	60	72	132
Total	733	799	1,532

Source: SHYDC Secondary Education Division, (2023)

### 2.2.6.10 Challenges

Shinyanga District Council Secondary School Division faces number of challenges including: -

- i. Shortage of teachers especially science teachers and English Language teachers:
- ii. Shortage of school infrastructure;
- iii. Shortage of furniture;
- iv. Textbooks and other teaching and learning materials are still inadequate;
- v. High dropout rate; and
- vi. Limited participation of parents in academic matter.

### 2.2.7 Community Development Division

Community Development Division is one of the 9 divisions of SHYDC established in 2022 following amendment of the former department known Community Development, Social Welfare and Youth Development Department. Similarly, some functions were transferred to the newly established unit Sports Culture and Arts Unit. The core functions of the Community Development Division include: -

- i. Analyze, interpret and supervise implementation of policies, laws and procedures related to community development;
- ii. Facilitate communities to initiate, plan, implement and evaluate their own programs and projects;
- iii. Prepare short- and long-term plans and projects in community development at LGA level:
- iv. Conduct research and recommend on how to deal with various problems of development that uphold community development in collaboration with the Ministry responsible with community development and other stakeholders;
- v. Regulate and supervise operations of Microfinance services providers tier four under directives of Bank of Tanzania (BOT);
- vi. Coordinate and manage economic development activities for women, children and persons with disabilities;
- vii. Coordinate provision of training on poverty alleviation, AIDS, drugs and gender equality:
- viii. Coordinate and monitor NGOs and CBOs activities in community development; and
- ix. Coordinate and manage community development activities in LGA.

Community Development Division is made up by two sections namely; Cross-cutting Issues Coordination Section as well as NGOs and CBOs Coordination Section.

### A. Cross-Cutting Issues Coordination Section

The Cross-Cutting Issues Coordination Section being one among of the two sections under Community Development Division it's responsible with the following functions:-

- Analyze, interpret and supervise implementation of policies, laws and procedures related to community development;
- ii. Supervise the implementation of plans and projects for Community Development;
- iii. Prepare short and long-term plans and projects for Community Development;
- iv. Conduct research and recommend on dealing with various development problems;
- v. Coordinate and manage the development of women and children; and persons with disabilities;
- vi. Coordinate and provide training methods, help liberate society from poverty, AIDS, drugs and advocating gender equality;

- vii. Promote community participation and volunteerism in development project/program;
- viii. Coordinate and participate on awareness creation concerning community participation in community development;
- ix. Coordinate and participate on community sensitization concerning participation on planning, decision making, implementation and evaluation of multispectral projects; and
- x. Undertake research on community development issues which hinder factors on community development.

#### B. NGOs and CBOs Coordination Section

The NGOs and CBOs Coordination Section being one among of the two sections under Community Development Division it's responsible with the following functions:-

- Coordinate registration of NGOs and CBOs and monitor their activities in social development;
- ii. Coordinate provision of citizenship education in the community;
- iii. Establish and maintain partnerships with organizations, institutions inside and outside the Country dealing with the promotion of community development activities through the Ministry responsible for community development;
- iv. Coordinate and manage all projects related to social community development;
- v. Manage implementation of all agreements relating to community development;
- vi. Prepare regular reports on Community Development; and
- vii. Regulate and supervise operations of Microfinance services providers' tier four (4) under directives of BOT.

### 2.2.7.1 Community Development Division Staffing Level

The Community Development Department has 29 staff out of which seven (7) are placed at the Council Headquarter and 22 are Community Development Officers at the Ward level as indicated in Table 36.

**Table 36: SHYDC Community Development staffing level** 

Education Level	Working Station	Number of Staff
Masters	Head office	03
Bachelors	Head office	04
Bachelors	Ward level	03
Postgraduate	Ward level	0
Diploma	Ward level	19
Certificate	Ward level/village level	0
Total		29

Source: SHYDC Community Development Division, (2023).

### 2.2.7.2 Community Development status

The Shinyanga DC Community Development department advocates formation of Non-State Organizations to work within the council for the purpose of economic empowerment of the people. The Council 89 women registered economic groups, 67 registered youth economic groups, 11 people with disability groups and One (1) PLHIV economic groups. Table 37 illustrate the number of Non-State Organizations available in the Council.

**Table 37: SHYDC Composition of Non-State Actors** 

No	Name	Total
1	NGOs	25
2	FBOs	0
3	CBOs	2020
4	VICOBA	44
	Total	2,089

Source: SHYDC Community Development Division, (2023).

### 2.2.7.3 Economic Empowerment Desk

The Shinyanga District Council economic empowerment desk has been providing loans since the year of 2014. For the past five years a total amount of TZS 425,727,419/= to 89 women economic groups as indicated in Table 38.

**Table 38: SHYDC Empowered Women Economic Groups** 

Year	Amount	Number of Groups
2017/2018	23,243,000	8
2018/2019	15,000,000	2
2019/2020	70,602,000	13
2020/2021	112,044,000	18
2021/2022	204,838,419	25
Total	425,727,419	66

Source: SHYDC Community Development Division, (2023).

#### 2.2.7.4 Youth

For the past five years, the Council has provided loans amounting to TZS 378,386,500 to Youth economic groups as indicated in Table 39.

**Table 39: SHYDC Empowered Youth Economic Groups** 

Year	Source	Number of Youth Group	Total Amount Received
2017/2018	Own Source	8	38,236,000
2018/2019	Own Source	2	26,000,000
2019/2020	Own Source	7	52,686,500
2020/2021	Own Source	12	146,500,000
2021/2022	Own Source	12	114,964,000
	Total	41	378,386,500

Source: SHYDC Community Development Division, (2023).

In the case of People with Disability, for the past three years a loan of TZS 35,598,000 has been issued as illustrated in Table 40.

Table 40: SHYDC Empowered People with Disability Groups/Person

Year	Source	Number of Youth Group	Total Amount Received	
2019/2020	Own Source	5	21,398,000	
2020/2021	Own Source	3	9,200,000	
2021/2022	Own Source	13	5,000,000	
	Total	21	35,598,000	

Source: SHYDC Community Development Division, (2023).

### 2.2.7.5 Challenges

The SHYDC Community Development Division faces number of challenges including;

- i. Shortage of staff;
- ii. Poor community participation in development activities, low knowledge and slow adoption of development issues;
- iii. Limited financial resources;
- iv. Reluctant of paying back loan among groups according to contactual requirements; and
- v. Political Interference:

# 2.2.8 Planning and Coordination Division

Planning and Coordination Division is one of the 9 divisions in Shinyanga District Council. The core functions of Planning and Coordination Division include: -

- i. Prepare mid and long-term strategies, plans and budget;
- ii. Monitor and evaluate implementation of strategies, plans and budget;
- iii. Prepare and review LGA's economic profile;
- iv. Coordinate implementation of private sector participation;
- v. Coordinate data collection, analysis, interpretation and Storage to LGAs;

- vi. Provide technical advice on monitoring and evaluation processes;
- vii. Coordinate Council Disaster Management; and
- viii.Coordinate LGA's activities implemented by other institutions such as land and water.

Planning and Coordination Division consists of two sections namely; planning and budgeting section as well as Monitoring and evaluation section.

# A. Planning and Budgeting Section

The Planning and Budgeting Section being one among of the two sections under Planning and Coordination Division is charged with the following functions: -

- i. Coordinate implementation of economic and productive sectors policies;
- ii. Interpret and disseminate policies of Central and Sector Ministries with LGA;
- iii. Coordinate mid-year and annual performance reviews;
- iv. Coordinate formulation and preparation of LGA plans and budgets;
- v. Compile reports regarding projects, programmes, action plans and develop strategies for resource mobilization;
- vi. Provide technical guidance and support for institutionalization of strategic planning and budgeting process within LGA;
- vii. Coordinate preparation of reports on the implementation of Ruling Party Manifesto.
- viii. Identification of council development needs and potentials for investments;
- ix. Conducting researches for the purpose of problem identification, solving and decision making; and
- x. Preparation of project proposals for internal and external funding.

### **B.** Monitoring and Evaluation Section

The Monitoring and Evaluation Section being one among of the two sections under Planning and Coordination Division is charged with the following functions: -

- i. Monitor and evaluate implementation of LGA plans;
- ii. Prepare periodic performance reports;
- iii. Provide inputs in preparation of plans, programs and budgetary activities including establishment of performance targets and indicators;
- iv. Provide technical advice including institutionalization of Monitoring and Evaluation process;
- v. Undertake impact studies on plans, projects and programs undertaken by LGA;
- vi. Coordinate production of routine data and statistics across all sectors;
- vii. Collaborate with NBS in data collection, data coding/entry, analysis and interpretation;
- viii. Coordinate preparation and dissemination of socio-economic profiles;
- ix. Develop and design data collection instruments;

- x. Coordinate production of routine data and statistics across all sectors;
- xi. Provide statistical backstopping support during planning and budget preparation;
- xii. Coordinate implementation of performance contracting;
- xiii. Undertake service delivery surveys.
- xiv. Identification of community initiatives (O&OD); and
- xv. Provision of technical support to the lower-level governments on project planning, implementation, monitoring and evaluation;

### 2.2.8.1 Planning and Coordination Division Staffing Level

The Planning and Coordination Division currently has 7 members of staff with different levels of education and qualifications as revealed in Table 41.

Table 41: SHYDC Planning and Coordination Division Staffing Level

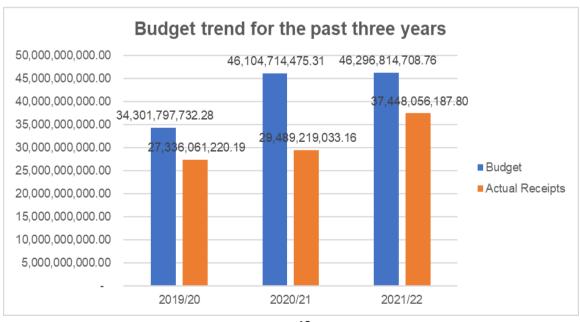
Position	Required	Actual	Deficit
Head of	1	1	0
Division			
Economist	3	1	2
Planning Officer	4	4	0
Statistician	2	1	1
Total	10	7	3

Source: SHYDC Planning and Coordination Division, (2023).

### 2.2.8.2 Shinyanga District Council Budget Trend for FY 2019/20 - 2021/22

Shinyanga District Council is financing its activities from different sources. The main funding sources are Government subvention, Own source revenue and Development partners. The Budget Trend for from the year 2019/20 to 2021/22 is depicted in figure 1.

Figure 1: SHYDC Budget trend for the past three years



### 2.2.8.3 Challenges

Planning and Coordination Division despite servicing 126 villages, 26 Wards faces number of challenges including: -

- Inadequate funds from central government which hinders implementation of departmental responsibilities and requirements;
- ii. Delay or no disbursement of development fund from the Central Government for implementation of development project;
- iii. Inadequate qualified staffs; and
- iv. Inadequate working facilities

# 2.2.9 Agriculture, Livestock and Fisheries Division

Agriculture, Livestock and Fisheries Division forms among the 9 divisions of Shinyanga District Council. It was established in 2022 following the merge of the former two departments namely Agriculture, Irrigation and Cooperative Department as well as Livestock and Fisheries Department. Its core functions include: -

- i. Analyze, interpret and supervise implementation of policy, laws, and regulation of agriculture, irrigation, livestock and fisheries
- ii. Propose standards and prices of products and services from agriculture, livestock and fisheries:
- iii. Prepare short and long plans and programs on development of agriculture, irrigation and fisheries;
- iv. Oversee promotion and governance of cooperatives in the council;
- v. Provide technical advice to stakeholders concerned with agriculture, irrigation, livestock and fisheries:
- vi. Prepare reports on agriculture, irrigation, livestock and fisheries; and
- vii. Supervise collection and control of revenue from agriculture, irrigation, livestock and fisheries activities.

The Agriculture, Livestock and Fisheries Division is made up by tree sections namely; Agriculture Section, Livestock Section and Fisheries Section.

### A. Agriculture Section

The Agriculture Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions:

- i. Prepare and implement programs for fertilizer supply in different sales points;
- ii. Prepare programs for arranging and stocking of agriculture inputs:
- iii. Carry out soil testing of farmer's field samples and advice accordingly;
- iv. Provide advice to farmers on, post-harvest handling, agro-processing and value addition of agriculture produce;
- v. Estimate crop yield/production of important crops;
- vi. Perform statistics and agriculture census work:
- vii. Conduct demonstration of demo trials both varietal and fertilizer trials from the share of entire Council:

- viii. Oversee promotion and governance of cooperatives;
- ix. Coordinate stocking of fertilizer/plant protection measures at village level;
- x. Organize farmers training camps at village level;
- xi. Prepare and implement crop diversification plan particularly for irrigated areas in block:
- xii. Implement Biogas Development Program;
- xiii. Plan, design, construct and maintain irrigation schemes;
- xiv. Facilitate the formation of irrigators' organizations and ensure that organizations are equipped with required skills for effective and sustainable irrigation management;
- xv. Support the formulation and enforcement of irrigation by-laws by the Irrigators Association in their areas; and
- xvi. Provide backstopping services to the farmers in the irrigation scheme by establishing irrigation scheme management support teams.

#### **B.** Livestock Section

The Livestock Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions: -

- i. Translate and supervise implementation of policies, laws, regulations, and procedures for Livestock;
- ii. Prepare short- and long-term plan and program for livestock development;
- iii. Evaluate conservation and use of livestock resources:
- iv. Oversee promotion and governance of cooperatives;
- v. Provide technical support to the stakeholders of livestock sector; and
- vi. Coordinate and supervise all projects concerned with livestock.

### C. Fisheries Section

The Fisheries Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions:

- i. Translate and supervise implementation of policy, laws, regulations, and procedures for fisheries;
- ii. Prepare short- and long-term plan and program for fisheries resources development:
- iii. Evaluate conservation and use of fisheries resources;
- iv. Oversee promotion and governance of cooperatives;
- v. Provide technical support to the stakeholders of fisheries sector; and
- vi. Coordinate and supervise all projects concerned with fisheries.

### 2.2.9.1 Agriculture, Livestock and Fisheries Division staffing Level

Currently, the division has 98 staff where 11 serves at Council headquarters, 47 staff at ward level and 40 staff at the village level as indicated in Table 42.

Table 42: SHYDC Agriculture, Livestock and Fisheries Division Staffing Level

S/N	Professional	Required	Available	Deficit	Work place
1	Agricultural Officers	8	8	0	HQ and Ward
2	Irrigation Engineers	1	0	1	HQ
	Agricultural Engineers	1	1	0	HQ
3	Cooperative Officers	2	2	0	HQ
4	Agro mechanization Officers	1	0	1	Ward
5	Agricultural Economists	1	0	1	HQ
6	Agricultural Field Officers	126	55	71	Village and Ward level
7	Horticulturists	1	0	1	Ward level
8	Veterinary Officer (BVM)	1	1	0	HQ
9	Livestock Officers (Degree)	3	3	0	HQ and Ward
10	Livestock Field Officers (Diploma)	126	27	99	Ward and Village level
12	Fisheries Officer (Degree)	1	1	0	HQ
13	13 Fisheries Field Officer (Diploma)		0	3	Ward
	Total	275	98	177	

Source: SHYDC Agriculture, Livestock and Fisheries Division, (2023).

### 2.2.9.2 Land for agriculture

Shinyanga DC comprises a total area of 421,200Ha of which available land for cultivation (arable land) is 171,375Ha equivalent to 41%. The area under cultivation is 164,691Ha equivalent to 96% of total arable land. Likewise, the suitable land for irrigation is about 15,960Ha and the area under irrigation is 1,729Ha equivalent to 11%.

# 2.2.9.3 Crop Production

The produced food crops include; Paddy, Sorghum, Millet, Maize, Cassava and Sweet potato while cash crops include Sunflower, Cotton, Ground nut and Lentils as specified in Table 43.

**Table 43: SHYDC Crop production** 

S/N	Crops	Estimated production 2020/2021		Actual production 2020/2021					
		На	Productivity	Tones	Ha Productivity		Tone		
	Main food crop								
1	Sorghum	2,430	1.8	4,374	513	1.8	923		
2	Paddy	46,688	2.5	116,353	30,347	2.5	75,867		
3	Maize	42,320	1.8	75,330	43,786	1.8	78,814		
4	Cassava	1,890	3	5,670	945	5	4,725		
5	Sweet Potato	32,320	5	162,960	22,814	5	114,070		
	Sub total	125,648		364,687	98,405		274,399		
	Leguminous crops								

6	Greengram	4,672	1	4,672	3,737	1	3,737
7	Cow pea	1,166	1	1,166	936	1	936
8	Groundnuts	3,255	1	3,255	2,604	1	2,604
10	Lentils	6,644	1	6,644	5,132	1	5,132
	Sub total	15,737		15,737	12,409		12,409
	Cash Crop						•
	Sunflower	1,952	1	1,952	976	1	976
12	Cotton	2,890	1	2,890	1,445	1	1,445
	Sub total	4,842		4,842	2,421		2,421
	GRAND TOTAL	146,227		385,266	113,235		289,229
	IUIAL						

Source: SHYDC Agriculture, Livestock and Fisheries Division, (2023).

### 2.2.9.4 Implements for agriculture

In Shinyanga District Council, 51% of the farmers are using hand hoe as an agriculture implement. Table 44 demonstrate the agriculture implement employed by farmers within SHYDC.

**Table 44: SHYDC Agricultural Implements** 

Type of implement	Number available	% of utilization
Tractors	70	10
Power Tillers	125	18
Hand Hoes	112,960	51
Ox plough	2,431	21

Source: SHYDC Agriculture, Livestock and Fisheries Division, (2023).

### 2.2.9.5 Cooperatives

Shinyanga DC has one (1) Saving and Credit Cooperative Societies (SACCOS) and 25 Agricultural Marketing Cooperative Society (AMCOS). Furthermore, members of cooperative societies are 1,142 out of which 836 are males and 206 are females.

### 2.2.9.6 Agriculture Infrastructure

Shinyanga District Council has five (5) irrigation schemes namely; Nyida, Nduguti, Butini, Nsalala and Masengwa.

#### 2.2.9.7 Livestock

Livestock keeping is the second most important economic activity after agriculture in Shinyanga District Council. Small scale livestock keeping in the Council is done both as a source of food and supplementary income at households. Table 45 shows the livestock population recorded in the year 2022.

**Table 45: SHYDC Livestock Population** 

Types of livestock	Livestock population
Dairy Cattle	241
Indigenous cattle	226,137
Goats	117,800
Sheep	67,448
Chicken	304,919
Pigs	2,734
Ducks	27,943
Dogs	18,075
Cats	3,540
Donkeys	3,886

Source: SHYDC Agriculture, Livestock and Fisheries Division, (2023).

#### 2.2.9.8 Livestock Infrastructure

The availability of livestock infrastructure is one of the key issues with regards to livestock development. Table 46 displays the availability of livestock infrastructure in SHYDC.

**Table 46: SHYDC Livestock infrastructure** 

Name of the infrastructure	Number
Cattle dips	
Working cattle dips	21
Cattle dips not working	6
Total	27
Milk collection centers	0
Slaughter slabs	4
Livestock markets	6
Fish ponds	7
Permanent crushes	1
Slaughter houses	2
Local chicken business center	1
Cold room	0
Milk processing industry	0
Cattle fattening center	0

Source: SHYDC Agriculture, Livestock and Fisheries Division, (2023).

# 2.2.9.9 Livestock products

Like other District Councils in Tanzania, marketing of livestock products in Shinyanga DC is constrained with a number of problems. Among other problems, lack of official markets, shortage of veterinary officers and falling prices of livestock

products have an adverse impact on livestock products. Table 47 highlights the number of livestock products marketed in the Council.

**Table 47: Livestock production** 

Types	Number	Product	Planned	Actual yield	Demand
Lactating cow	53084	Milk liter	216,329/ye ar	159,252 /year	200 L/person/ye ar
Layers	45348	Egg (Trays)	4,533/year	1511.6/year	300/person/ year
Cattle	4832	Meat (Tons)	966.2 /year	241.56/year	50kg/perso n/year
Cattle	6052	Hide (Piece)	12104/year	6952/year	-
Goat	7856	Skin (Piece)	15712/year	7856/year	-

Source: SHYDC Agriculture, Livestock and Fisheries Division (2023)

#### **2.2.9.10 Fisheries**

Fishing sector is one of the important sectors that provides income and nutritional. In the case of SHYD, only 0.2 %. households are involved in Fish farming. There are no water bodies for fishing activities, fishing is done through Fish Ponds owned by few farmers. Additionally, the current Production of Fish is 2.5 tons annually.

# 2.2.9.11 Challenges

Currently the agriculture sector faces number of issues that affects development of agriculture, irrigation and cooperatives within SHYDC including: -

- i. Climate change effects cause Drought;
- ii. Shortage of Staff for extension services;
- iii. Shortage of working tools;
- iv. Insufficient funds for establishment of irrigation schemes and other agricultural operations;
- v. Insufficient agricultural implements and inputs;
- vi. Inadequate livestock infrastructures for extension and veterinary services delivery; and
- vii. High prices of feeds.

#### 2.2.10 Finance and Accounts Unit

Finance and Accounts Unit is among of nine (9) Units within Shinyanga District Council, this unit composed of four (4) sections namely; Finance Administration, Revenue, Expenditure, as well as Final Accounts. The core functions of the department include: -

i. Provide advice on laws, regulations and procedures regarding Local Government finance and accounts:

- ii. Prepare operational and development revenue and expenditure projections in collaboration with others Divisions and Units:
- iii. Manage revenue and expenditure and make follow up on availability of funds from relevant authorities;
- iv. Administer LGA's funds according to financial laws, regulations and procedures;
- v. Manage preparation of finance reports and submit to relevant authorities;
- vi. Keep accounting records and ensure application of approved Government accounting systems;
- vii. Administer preparation of reports Local Authorities Accounting Committee (LAAC) and any other Government instructions:
- viii. Ensure accounting procedures and accounting books are adhered according to Local Authority Financial Memorandum;
- ix. Prepare financial reports of the Council;
- x. Authorize payments as per laid down financial procedures; and
- xi. Prepare responses on audit queries raised by Head of Internal Audit Unit and the Controller and Auditor General.

### 2.2.10.1 Finance and Trade Unit staffing level

The Shinyanga District Council Finance and Accounts Unit has 14 staff as specified in Table 48.

Table 48: SHYDC Finance and Trade Department staffing level

Position	Required	Available	Deficit
Head of Unit	1	1	0
Accountants	15	6	9
Assistant Accountants	12	7	5
Total	28	14	14

Source: SHYDC Finance and Accounts Unit, (2023).

### 2.2.10.2 Shinyanga DC: Revenue collection trend 2019/2020 – 2021/22

Shinyanga District Council is financing its activities from different sources. The main funding sources are; Government Subvention, Own Source Revenue and Development Partners illustrated in Table 49.

Table 49: SHY DC Revenue collection trend 2019/20-2021/22

Year	Description	Own Source	Other Charges	Personal Emolument (PE)	Development Grants	Total
2019/20	Budget	2,592,967,068.86	1,865,957,128.00	23,492,906,975.00	6,349,966,560.42	34,301,797,732.28
	Actual Receipts	1,598,473,427.46	1,566,959,226.00	20,202,270,529.00	3,968,358,037.73	27,336,061,220.19
	Percentage	62%	84%	86%	62%	80%
2020/21	Budget	2,552,536,577.04	1,225,918,000.00	30,704,958,285.00	11,621,301,613.27	46,104,714,475.31
	Actual Receipts	2,171,071,768.87	1,084,472,772.13	20,047,379,640.93	6,186,294,851.23	29,489,219,033.16
	Percentage	85%	88%	65%	53%	64%
2021/22	Budget	3,494,068,499.80	1,710,606,870.00	28,947,701,565.00	12,144,437,773.96	46,296,814,708.76
	Actual Receipts	3,569,095,543.24	1,646,984,436.56	21,113,802,540.00	11,118,173,668.00	37,448,056,187.80
	Percentage	102%	96%	73%	92%	81%

Source: SHYDC Finance and Trade Department, (2023).

### 2.2.10.3 Shinyanga DC: Own revenue sources

Shinyanga District Council has adopted electronic revenue collection system so as to strengthening internal control over revenue collection. The system is controlled at Ministerial level and is known as Local Government Revenue Collection Integrated System. Furthermore, the Council has 23 own sources revenue whereby crop cess contributes 41% of the total own source revenue. Additionally, collection trend for previous three years, indicates that there is an improvement in own source revenue collection as indicated in Table 50.

Table 50: SHYDC Own source revenue collection - Budget estimates V/S Actual Performance for FY 2019/2020 - 2021/2022

2021/2022	2019/2020			2020/2021			2021/2022		
Revenue Sources	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Cotton Cess	71,220,000	8,076,960	11	120,000,000.00	14,519,688.00	12	50,000,000.00	19,037,001.00	38.07
Other Produce cess									
	286,057,500	142,519,092	50	286,057,500.00	227,559,939.46	80	725,000,000.00	745,997,833.04	102.90
Rice cess	725,000,000.00	593,399,392.00	82	725,000,000.00	1,021,391,357.25	141	286,057,500.00	231,116,450.00	80.79
Maizi cess	18,560,000.00	8,413,500.00	45	-	-	-	-	-	-
Liqour license	2,600,000	1,957,000	75	4,000,000.00	683,800.00	17	4,000,000.00	2,144,000.00	53.60
Business license	65,000,000.00	41,460,000.00	64	65,000,000.00	50,289,000.00	77	65,000,000.00	60,725,000.00	93.42
Fish Licenses	500,000.00	-	-	-	-	-	-	-	-
Hotel levy	3,500,000.00	17,569,700.99	502	30,000,000.00	29,423,700.00	98	30,000,000.00	26,451,100.00	88.17
Diping and Slaughter fees	79,353,500.00	15,375,700.00	19	44,000,000.00	15,566,800.00	35	18,000,000.00	19,270,700.00	107.06
Livestock market fee	252,640,000.00	240,622,502.00	95	250,000,000.00	162,945,900.00	65	181,226,000.00	147,562,800.00	81.42
Advertisment	37,000,000.00	33,120,000.00	90	-	-	-	-	-	-
Building permit	15,000,000	1,730,000	12	15,000,000.00	1,556,000.00	10	15,000,000.00	1,640,000.00	10.93
Cattle Vacination fees	250,000,000	75,487,000	30	146,000,000.00	65,610,000.00	45	80,000,000.00	30,244,000.00	37.81
Tender fees	3,000,000	-	-	3,000,000.00	100,000.00	3	-	-	
Hygen fee	8,000,000		-	-	-		-	-	
Service Levy	299,999,996	192,814,266	64	300,000,000.00	248,961,303.85	83	200,000,000.00	411,746,283.49	205.87
Fine and Penalties	15,000,000	68,500,300	457	16,500,000.00	50,106,910.00	304	16,500,000.00	32,332,903.00	195.96
Forest fees	10,525,000	9,743,541	93	10,525,000.00	10,422,670.00	99	10,525,000.00	14,007,000.00	133.08
Other revenues	100,000,000	7,199,250	7	101,158,500.00	101,853,806.00	101	1,359,940,000.00	1,534,355,450.51	112.83
Plot sales			-	100,000,000.00	14,993,000.00	15	100,000,000.00	10,520,994.00	10.52
Extraction of mineraks	36,000,000	18,412,400	51	-	-		-	-	
Stand fees	46,800,000	27,230,400	58	46,800,000.00	37,389,200.00	80	46,800,000.00	28,973,100.00	61.91
protected	267,211,073	94,842,423	35	289,495,577.04	117,698,694.31	41	306,019,999.80	252,970,928.20	82.66
Total	2,592,967,069	1,598,473,427	62	2,552,536,577.04	2,171,071,768.87	85	3,494,068,499.80	3,569,095,543.24	102.15

### 2.2.10.4 Shinyanga DC: Development Partners' Grant

Shinyanga District Council received grants from DPs a total amount of TZS. 2,180,141,174.7 for the FY 2019/20, TZS 2,905,458,436.35 for the FY 2020/21 and TZS 4,267,869,845.44 for the FY 22021/22 for the execution of various development projects as indicated in Table 51.

**Table 51:SHY DC Development Partners' Grant** 

Revenue Source	2019/2020	2020/2021	2021/2022
	Actual Receipts	Actual Receipts	Actual Receipts
HSBF	629,439,575.00	707,862,500.00	235,287,860.30
TASAF III	339,806,080.00	1,641,776,320.00	2,620,127,255.00
Global Fund	1,860,000.00	11,121,159.33	595,853,852.62
Bilateral DFID (SRWASH)	-	79,200,000	
SWASH	175,778,504.00	-	168,105,527.80
AGPAHI	36,100,000.00	26,000,000	
UNICEF- Chanjo	59,938,481.00	-	47,936,783.00
IMA	54,150,000.00	-	
UNICEF	-	19,866,000	
RBF	281,268,534.73	141,632,457	23,054,307.02
EP4R	601,800,000.00	278,000,000	80,344,759.70
THPS			27,159,500.00
SEQUIP			470,000,000.00
Total	2,180,141,174.73	2,905,458,436.35	4,267,869,845.44

Source: SHYDC Finance and Trade Department, (2023).

### 2.2.10.5 Shinyanga DC: CAG Auditing Reports

Shinyanga District Council prepares its financial statement in accordance with International Public Sector Accounting Standards (IPSAS) and other governing laws and regulations pertaining to closure of Government accounts. Also, for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error as per the Statement of Management responsibility on the Financial Statements.

The Local Government Finance Act 1982 section 40 requires every Local Government Council (LGA) to prepare financial statements of the Council for every financial year, as at the end of the financial period, that gives a true and fair view of the state of affairs of the council for that period. This legal requirement is further emphasized by the Local Authority Financial Memorandum (LAFM) of 2010, Order No. 31.

From the Financial Year 2019/20 to 2021/22, the Council has well managed the funds obtained from various revenue sources to cover both recurrent and

development expenditure. This has enabled the Council to obtain Un-qualified Audit opinion for three (3) consecutive years.

### 2.2.10.6 Challenges

The SHYDC Finance and Accounts Unit faces several challenges including: -

- i. Shortage of staff;
- ii. Shortage of means of transport; and
- iii. Tax evasion.

### 2.2.11 Legal Services Unit

Legal Unit is a crosscutting unit in the Council as it deals with legal issues concerning all departments in the Council t is a unit that advises the Council on all matters pertaining to legal issues especially on all contracts between Council and other Stakeholders. Its core functions include: -

- i. Advise and assist the council in all legal related issues.
- ii. Drafting and review the by-laws of the council.
- iii. Represent the council to the courts of law.
- iv. Review village by-law bills.
- v. Prepare, review and conduct vetting to contracts to ensure comply with relevant laws and consider interests of the council and the general public at large.
- vi. Train, coordinate and supervise the Ward and Village Tribunals

### 2.2.11.1 Legal Unit staffing level

The SHYDC legal unit currently has two (2) staff with legal qualification and legal knowledge as specified in Table 52.

Table 52: SHYDC Legal Unit Staffing Level

No.	Title	Requirement	Available	Deficit
1.	Head of Legal Unit	1	0	1
2.	Legal Office I	1	0	1
3.	Legal Office II	2	0	2

Source: SHYDC Legal Unit, (2023).

# 2.2.11.2 Legal Current Situations

Currently the Shinyanga district council has 6 cases which have been instituted against the Council as indicated in Table 53.

**Table 53: SHYDC Legal Current Situations** 

SN	PARTIES	CASE TYPE	COURT	CAUSE OF ACTION	STATUS
1	LAPF (PSSSF) VS Shinyanga District Council	Civil Case No.32/2018	In the Resident Magistrate Court of Shinyanga	LAPF/PSSSF claims against the Council is employees' Statutory deduction to the tune of Tsh.45,759,385,154.25/=.	On 02/04/2020 the matter settled out of Court by signing deed of settlement dated 02/04/2020 and the Court issued consent decree. Currently the Council have paid Tsh. 45,000,000/= and the due amount is Tsh. 192,405,571.20/= from the total principal Tsh. 238,405,571.20/= excluding statutory penalty.
2	NDIYOKO FARM SUPPLIERS VS SHY DC and The AG.	Civil Case No.7/2022	The High Court of Tanzania Shinyanga District Registry	The Plaintiff claims against the Council is for payment of Sh.16,690,000/= being principal sum for supply of Livestock Vaccines.	The case comes for mediation on 06/03/2023
3	TIGO TANZANIA LIMITED Vs SHY DC	Misc.Civil Application No.50/2022	The High Court of Tanzania Shinyanga District Registry	The applicant TIGO apply for extension of time to appeal out of time against the judgment of the District Court of Shinyanga in Civil Case No.12/2017 which granted decree to the Council to be paid <b>Tsh.</b> 47,780,000/= being advertisement fee from 2015 to 2017.	The case comes for mention on 23/03/2023.
4	TIGO TANZANIA LIMITED Vs SHY DC	Misc.Civil Application No.1/2022	In the Resident Magistrate Court of Shinyanga	The Applicant TIGO apply for stay of execution of a decree of the District Court of Shinyanga in Civil Case No.12/2017 which granted decree to the Council to be paid <b>Tsh. 47,780,000/=</b> being advertisement fee from 2015 to 2017.	The case comes for ruling on 04/04/2023.

SN	PARTIES	CASE TYPE	COURT	CAUSE OF ACTION	STATUS
5	JOSEPHAT FRANCIS MACHIBYA Vs SHY DC and The AG.	Civil Case No.6/2022	The High Court of Tanzania Shinyanga District Registry	The plaintiff claim against the defendant is for payment of Tsh.10,710,000/= for contractual performance of making Window Grills at Salawe Healthy Centre OPD as per the work dated 25/01/2022.	for mention on
6	IKONDA ENGINEERING COMPANY LIMITED VS SHY DC and The AG.	Civil Case No.08/2021	The High Court of Tanzania Shinyanga District Registry	The Plaintiff claim against the defendant is for payment of <b>Tsh. 64,800,420/=</b> being for rehabilitation of the Buildings of Tinde Girls Secondary School since <b>2008</b> as per the contract dated <b>01/12/2008</b> .	

Source: SHYDC Legal Unit, (2023).

# 2.2.11.3 Village and Ward Tribunals

Shinyanga district council has managed to establish 25 Ward Tribunals in the Council. It has also conducted training to 10 Ward Tribunals.

### 2.2.11.4 Challenges

The Legal Unit faces number of challenges including: -

- i. Shortage of staff;
- ii. Improper records keeping that might affect the evidence;
- iii. Inadequate working tools.

#### 2.2.12 Internal Audit Unit

The internal audit unit is one among nine units and nine divisions in Shinyanga District Council. It is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps accomplish council's objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes (International Professional Practices Framework (IPPF) 2009).

The internal audit unit was established in according to section 48 of the Local Government Finance Act, 2001 and order 14 (1-2) of Local Authority Financial memorandum, 2009. These requires "every local authority to employ its own internal auditor who shall work closely with Head of Divisions and Units shall be an

independent appraisal of internal control within a Local Government Authority done by examining and evaluating the effectiveness and adequacy of such control. The Internal Auditor shall report directly to the Accounting Officer. The main functions of the internal audit unit include: -

- i. Prepare and implement strategic audit plans;
- ii. Review and report on proper control over the receipt, custody and utilization of all financial resources of the Council;
- iii. Review and report on conformity with financial and operational procedures laid down in any legislation or any regulations or instructions for control over the expenditure of the Council;
- iv. Review and report on the correct classification and allocation of revenue and expenditure accounts;
- v. Review and report on the reliability and integrity of financial and operation data and prepare financial statements and other reports;
- vi. Review and report on the systems in place used to safeguard assets and verify existence of such assets;
- vii. Review and report on the reactions by the management to internal audit reports and assist management in the implementation of recommendations made by reports and follow –up on the implementation of recommendations made by the Controller and Auditor General; and
- viii. Review and report on the adequacy of control built into computerized systems in place in the Council.

# 2.2.12.1 Internal Audit Unit staffing level

Internal audit Unit office has one (1) qualified Internal Auditor as shown in Table 54.

Table 54: SHYDC Internal Audit Unit staffing level

No.	Position	Requirement	Available	Deficit
1.	Chief Internal Auditor	1	1	0
2.	Senior Internal Audit Officer	1	0	1
3	Internal Audit Officer I	1	0	1
4	Internal Audit Officer II	2	0	2
	Total	5	1	4

Source: SHYDC Internal Audit Unit, (2023).

### 2.2.12.2 Internal Auditing Performance

Internal Audit unit has succeeded in various Auditing areas including: -

- i. Submission of Audit Reports to relevant authorities:
- ii. Conducted Auditing at the lower level;
- iii. Conducted Auditing on development projects; and
- iv. Coordinating Audit Committee meetings.

### 2.2.10.7 Challenges

The Internal Audit Unit faces number of challenges including: -

- i. Shortage of qualified staffs;
- ii. Insufficient budget to enable internal audit staff to execute its annual audit plan; and
- iii. Insufficient capacity buildings on technical audit skills and system audit.

#### 2.2.13 Government Communication Unit

The SHYDC Government Communication Unit form one among of the 9 units within the council and its core functions include: -

- i. Promote LGA's policies, functions and programs;
- ii. Up-date LGA's information on the website;
- iii. Prepare and implement communication strategy;
- iv. Engage in dialogue with the public as well as media on various issues concerning the Council;
- v. Produce and disseminate documents such as brochures, articles, newsletters; and
- vi. Coordinate press briefings.

### 2.2.13.1 Government Communication Unit Staffing Level

Currently, the Government Communication Unit has no any staff employed in the relevant Unit. Table 55 indicate the actual number of staff required in the Unit.

**Table 55: SHYDC Government Communication Unit Staffing Level** 

No.	Position	Required	Available	Deficit
1.	Head of Government	1	1	0
	Communication Unit			
2	Information Officer	2	0	2
	Total	3	0	2

### 2.2.13.2 Challenges

- i. Shortage of staffs;
- ii. Limited Budget; and
- iii. Inadequate working tools

### 2.2.14 Procurement Management Unit

Procurement Management Unit is among of the nine (9) units of Shinyanga District Council and its core functions include: -

- i. To play the role of chief Advisor to the director general on all matters pertaining to procurement, Logistics and supplies of the institute;
- ii. To prepare Annual procurement plan;
- iii. To procure supplies of the institute in Accordance with the approved procurement plan and provision of the law for the tune being enforced;
- iv. Plays the role of secretariat of the Tender Board;
- v. Ensure creation and maintenance of proper record of the institute's supplies of Assets and properties; and
- vi. Prepares periodic procurement, Logistics and supplies Reports.

# 2.2.14.1 PMU staffing level

The Procurement Management Unit has five (5) staff as specified in Table 56.

Table 56: SHYDC PMU staffing level

S/N	Position	Required	Available	Deficit
1	HPMU	1	0	1
2	Senior (PO)	1	0	1
3	Procurement Officer I	2	2	0
4	Supplies officer	2	2	0
5	Ass. supplies officer	2	0	2
6	Stores assistant	1	1	0
Total		9	5	4

Source: SHY DC PMU Office, (2023).

### 2.2.14.2 Challenges

The Procurement Management Unit faces number of challenges including: -

- i. Limited knowledge on e-Procurement system among PMU Staff, User department, Council Tender board members and Suppliers/ Service provider;
- ii. Shortage of procurement staff;
- iii. Insufficient project fund;
- iv. Limited knowledge for implementation of projects under force account;
- v. Delay in disbursement of development projects fund; and
- vi. In adequate working facilities

# 2.2.15 Information Communication Technology Unit

The SHYDC ICT Unit form one among of the nine (9) units and its core functions include: -

- i. Implement National ICT and e-Government Policy;
- ii. Oversee development of internal ICT initiatives, policies and their implementation;

- iii. Maintain and update web-based applications and database;
- iv. Monitor ICT hardware and software utilization in the Council;
- v. Provide inputs in training needs assessment on ICT; and
- vi. Develop and maintain Council website.

# 2.2.15.1 ICT Staffing Level

Currently, the ICT Unit has three (3) staff situated at District Council headquarter with different level of qualifications as indicated in Table 57.

Table 57: SHYDC ICT Staffing Level

No.	Position	Required	Available	Deficit
1	Head of ICT UNIT	1	0	1
2	System Administrator	2	1	1
3	Computer Technician	2	0	2
4	Information Communication	2	1	1
	Officer			
5	Computer Engineer	1	1	0
	Total	8	3	5

Source: SHY DC ICT Office, (2023).

### 2.2.15.2 ICT Infrastructure in SHY DC

The number of available ICT Infrastructure in SHY DC is as indicated in Table 58.

**Table 58: SHYDC ICT Infrastructure** 

S/N	Type of Asset/Category	Asset Required	Asset Available	Deficit
1	Desktop Computers	279	51	228
2	Laptops	220	39	7
3	Photocopier Machine	7	2	5
4	Printer	30	24	16
5	Scanner	12	5	5
6	Switch for network	5	3	2
7	Router	2	2	0
8	Network Cabinet	42	14	28
9	Mobile Electronic Device/Point of Sale (POS)	126	63	63
10	Digital Camera	5	0	5
11	IC Digital Recorder	7	0	7
12	UPS	222	12	210
13	Wireless Access point	5	2	3
14	Wide Screen 55"	8	4	4
15	SHINYANGA Domain	1	1	0

S/N	Type of Asset/Category	Asset Required	Asset Available	Deficit
16	SHINYANGA DC Website	1	1	0
17	LAN	42	6	36
18	Video Camera	2	0	2
19	USB Modem	3	0	3
20	GPS	4	1	3
21	Plotter Printer	2	0	2
22	Projector	8	0	8
23	Video Conference Facilities	8	4	4
24	CCTV Camera	7	0	7
25	Attendance software system	161	0	161
26	Tablet	1681	1630	51
27	Mobile Smart phone	167	41	126

Source: SHY DC ICT Office, (2023).

# 2.2.15.3 Challenges

- i. Shortage of staffs;
- ii. Limited Budget;
- iii. Lack of National Fiber services; and
- iv. Lack of electricity service for some facilities

#### 2.2.16 Natural Resources and Environment Conservation Unit

Natural Resources and Environment Conservation Unit is one among the nine (9) Units in Shinyanga District Council. It was established in 2022, following restructuring of different departments and its core functions include: -

- i. Environmental management;
- ii. Environmental Conservation and protection;
- iii. Natural resources management;
- iv. Climate change mitigation and adaptation;
- v. Wetland management;
- vi. Forest management;
- vii. Promotion and enhancement of environmentally friendly activities including Beekeeping;
- viii. Wildlife management;
- ix. Biodiversity conservation, protection and management;
- x. Water sources protection and management;
- xi. Soil conservation: and
- xii. Air and noise pollution control and management;

# 2.2.16.1 Natural Resources and Environment Conservation Unit Staffing Level

The unit has three (3) staff at Council Headquarter and three (3) staff at Ward level making a deficit of 21 staffs as indicated in Table 59.

Table 59: SHYDC Natural Resources and Environment Conservation Unit Staffing Level

S/N	Designation	Required	Available	Deficit
1	Head of Natural resources and Environmental Conservation Unit	1	0	1
2	Wildlife Scientists	6	3	3
3	Forestry Scientists	9	3	6
4	Beekeeping Scientists	8	0	8
5	Environmental Scientists	3	0	3
Total		27	6	21

Source: SHYDC Natural Resources and Environment Conservation Unit (2023).

#### 2.2.16.2 Tree Nurseries

In implementing the Government initiative of planting trees, there are about seven (7) nurseries managed by seven (7) groups with the capacity of producing 416,200 seedlings. Each year the council plans to plant 1,500,000 trees. For the FY 2022/23, up to February the number of trees planted was 548,751.

### 2.2.16.3 Environmental Conservation and Biodiversity

The Shinyanga District Council environmental conservation and biodiversity include protection of water sources, wildlife, forests and beekeeping, pollution control, conducting environmental audit, environmental protection plan and environmental impact assessment, providing environmental education to the community and reducing, mitigating and adapting impacts of climate changes.

#### 2.2.16.4 Challenges

The Natural Resources and Environment Conservation Unit faces various challenges including: -

- i. Inadequate fund to run unit activities;
- ii. Inadequate number of experts(staff) employed;
- iii. Lack of Unit transport to deliver service to community;
- iv. Lack of community awareness; and
- v. Inadequate rainfall.

# 2.2.17 Waste Management and Sanitation Unit

The Waste Management and Sanitation Unit is one among the 9 Units in Shinyanga District Council. It was established in 2022, following restructuring of different departments and its core functions include: -

- i. Prepare short- and long-term plans and programs for west management and sanitation;
- ii. Interpret and supervise implementation of policies, laws and procedures on provision of waste management and sanitation service;

- iii. Coordinate training on waste management and sanitation issues;
- iv. Coordinate and supervise waste management and sanitation projects;
- v. Supervise implementation of waste management and sanitation contracts;
- vi. Create awareness on hygiene and sanitary issue in communities and public facilities;
- vii. Develop techniques for waste management and sanitation issues; and
- viii. Develop and manage database on waste management and sanitation.

### 2.2.17.1 Waste Management and Sanitation Unit Staffing Level

The Waste Management and Sanitation Unit currently has a total of three (3) staff situated at the District Council headquarter as indicated in Table 60.

Table 60: SHYDC Waste Management and Sanitation Unit Staffing Level

S/N	Designation	Required	Available	Deficit
1.	Head of Environmental Management	1	0	1
2.	Environmental Management Officer	5	3	2
3.	Environmental Health Officer	2	0	2
	Total	8	3	5

Source: SHYDC Waste Management and Sanitation Unit (2023).

#### 2.2.17.2 Solid Waste Current Situation

SHYDC Currently produces almost 22 tons of solid wastes daily, whereby a single household produces almost 2 kg of solid wastes per day. Solid waste production has surpassed the ability of the District Council to carry solid wastes which is about 154 tones (about 154 Drag motorcycle of 1 tones) per week. The situation also is expected to be more serious due to population increase and solid waste production is in high rate.

### 2.2.17.3 Solid Waste Management

Solid and liquid management are organized by community leaders at village and sub village. There are 12 local areas for dumpsites which are not properly managed. Solid wastes from different sources are stored temporarily in bags, from generation points waste are transported to dumpsites by Drag motorcycle and Tractor. Table 61 indicates solid waste generated per day in SHY DC.

Table 61: SHYDC Solid Waste Generation

Population Projection 2023	Solid Waste Generated /Day	Solid Waste Disposed Off/Day	% Of Solid Waste Disposed/Day
468,611	154	100	64.9%

Source: SHYDC Waste Management and Sanitation Unit (2023)

### 2.2.17.4 Equipment and Facilities for Waste Management

The Council has no solid waste collection vehicles. However, there are 11 Drag motor vehicles owned privately; one Tractor used by bidder at Mwenge Ward as indicated in Table 62.

**Table 62: SHYDC S Waste Equipment** 

S/N	Item	Needed	Available	Deficit
1	Tipper Trucks	2	0	2
2	Tricycles	3	0	3
3	Gum boots (pairs)	5	0	5
4	Masks	5	0	5
5	Gloves	5	0	5
6	Uniforms	5	0	5

Source: SHYDC Waste Management and Sanitation Unit (2023)

### **2.2.17.5 Challenges**

The Waste Management and Sanitation Unit faces various challenges including:

- i. Insufficient Budget;
- ii. Inadequate Waste equipment;
- iii. Lack of Land sanitary systems;
- iv. Shortage of staffs; and
- v. Inadequate fund to installs sanitary systems

### 2.2.18 Sports, Culture and Arts Unit

Sports, Culture and Arts Unit is among of the nine units of Shinyanga District Council. It was established in 2022 to provide expertise on arts, sports development and culture preservation. Its core functions are: -

- i. Conduct search on the identification, development and nurturing of people with talents to increase participation and excellence in sports, culture and arts;
- ii. Create and coordinate links between LGA, key stakeholders and agencies for promotion of local culture, arts and sports activities;
- iii. Organize, develop and deliver diverse range of inclusive sporting activities;
- iv. Coordinate the preservation and protection of community's parks and areas allocated for sports and recreation purposes;
- v. Prepare and provide mass participation opportunities in sports, culture and arts across the age spectrum to promote active and physically lifestyles;
- vi. Organize community festivals to celebrate local cultural diversity;
- vii. Promote participation development and training of all stakeholders in quality and sustainable sports, culture and arts programmes in the LGA;
- viii. Conduct monitoring and evaluation of educational services and training in sports, culture and arts; and
- ix. To coordinate and organize schools' sports, culture and arts events in the LGA.

### 2.2.18.1 Sports, Culture and Arts Unit staffing level

Currently, Sports, Culture and Arts Unit has one (1) staff situated at the District Council headquarter as indicated in Table 63.

Table 63: Sports, Culture and Arts Unit Staffing Level

S/N	Position	Required	Available	Deficit
1	Head of Sports, Culture and Arts Unit	1	1	0
2	Sports and Arts Officer	1	0	1
3	Cultural Officer	1	0	1
	Total	3	1	2

Source: Sports, Culture and Arts Unit, (2023).

### 2.2.18.2 Challenges

The Sports, Culture and Arts Unit faces number of challenges including: -

- i. Insufficient Budget;
- ii. Inadequate working tools; and
- iii. Shortage of staffs; and

### 2.3 External Environment (Policy and Planning Frameworks)

Preparation of Shinyanga District Council five years strategic plan 2021/22-2025/26 considered analysis of global, regional and national policy and planning frameworks as well as strategies for the purpose of mainstreaming aspirations articulated within them.

#### 2.3.1 The Third National Five Years Development Plan 2021/22 – 2025/26

The Third National Five-Year Development Plan (FYDP III) 2021/22-2025/26 gears a Long-Term Perspective Plan (LTPP) 2011/12 - 2025/26 which is the road for realizing the Tanzania Development Vision 2025. The FYDP III Plan is the final phase in the implementation of the DTV 2025 and the last part of the LTPP. It aims to put up a specific environment for building on the achievements obtained since the launching of the TDV 2025. For that reason, FYDP III will continue to implement the projects and programmed aimed at opening up economic opportunities, build an industrial economy, strengthen competitiveness in domestic, regional and global markets as well as strengthen human development.

The theme of the FYDP III (2021/22-2025/26) has changed from Realizing Competitiveness—Led Export Growth as stipulated in the LTPP to "Realizing Competitiveness and Industrialization for Human Development. The changes have been made in order to reflect the goals of the vision which include building a strong, competitive economy, of middle-income status and semi-industrialized economy that can compete regionally and internationally without losing the goal of strengthening human development. Consequently, the FYDP III seek to enable the country to more effectively use her geographical opportunities and resources for production and

economic growth, while, ensuring that the outcomes benefit all citizens in line with the Vision's goals of a high quality of life.

FYDP III provides guidance and insights for the country's next long-term development vision. In view of that, the Government recognizes the importance of the use of Science and Technology and Innovation (STI) and digitalization, attendant skills development, creative potential, and the use of digital issues to ensure that Tanzania does not lag behind. Additionally, FYDP III aims to implement sectoral strategic plans, agreements and regional and international strategic plans including the implementation of the Sustainable Development Goals - SDGs to accelerate economic growth and social development.

SHYDC Strategic Plan has considered the aspiration stated under page 159 of the FYDP III that spells "Since the FYDP III will be cascaded down to strategic plans at the MDAs, RS, LGAs, private sector and civil society then developed strategic plans will reflect the M&E actions guided by the FYDP III M&E. In that regard the annual performance of the FYDP III will be gauged on monitoring and evaluation of FYDP III through implemented development projects as articulated in ADP. The FYDP III calls for increase in own sources of revenue in LGAs, encouraging the use of PPP, capacity of LGAs in preparing bankable projects is enhanced as well management of financial resources is reveled and quality service delivery being realized. The Preparation of SHYDC Five Year SP 2021/22-2025/26 has considered the aspiration stated in FYDP III by translating them into council strategic projects and through divisions/units.

### 2.3.2 The Tanzania Development Vision 2025

The Vision is an articulation of a desirable future condition or situation which Tanzania envisages to attain and the plausible course of action to be taken for its achievement. The Vision was adopted by the Government in 1999 and its implementation started in 2000. The objective of the vision is to awaken, coordinate and direct the people's efforts, minds and national resources towards those core sectors that will enable us to attain our development goals. The aspects of Tanzania's Development Vision (TDV) 2025 which aspires to have Tanzania transformed into a middle income and semi- industrialized nation by 2025, characterized by the year 2025: (i) high quality and sustainable livelihoods; (ii) peace, stability and unity; (iii) good governance and the rule of law; (iv) an educated and learning society; and (v) a strong and competitive economy. Shinyanga District Council played a fundamental role in mainstreaming the TDV 2025 into its Strategic Plan 2021/22-2025/26.

### 2.3.3 Ruling Part Manifesto 2020-2025

Tanganyika National African Union (TANU) and Afro Shiraz Part (ASP) and later Chama Cha Mapinduzi (CCM) has been trusted by citizens and emerged victoriously during and after colonial elections. CCM is built on the foundations of socialism and self-reliance based on dignity, equality and justice. Given these foundations, clean politics and good CCM leadership have been a catalyst for sustaining peace, unity and national solidarity in Tanzania.

CCM being the ruling party, its manifesto 2020- 2025 has a vital role in setting guidelines for development frameworks across the nation. This Manifesto aims to build on the gains made by the implementation of the 2015-2020 CCM Election Manifesto. Similarly, the content of this Manifesto is in line with the Policy Vision of Chama Cha Mapinduzi of 2020-2030, the National Development Vision 2025 and the Zanzibar Development Vision 2020-2050.

In subsequent five years, CCM's goal is to continue to improve the lives of every Tanzanian, eradicate poverty and consolidate the country's middle economy status. In achieving this goal, the main priorities of CCM governments in the next five years are as follows: -

- a) Protect and strengthen the principles of dignity, equality, justice and good governance in order to maintain peace, unity and solidarity of our Nation;
- b) Promoting modern, integrated, inclusive and competitive economy built on the foundation of industry, economic services and enabling infrastructure;
- c) Transforming agriculture, livestock and fisheries to ensure food security and self-reliance in food at all times and contribute fully to economic development;
- d) Enhancing access to quality health care, education, water, electricity and housing in rural and urban areas;
- e) Encourage the use of research, science, technology and innovation as a tool for rapid socio-economic development; and
- f) Create at least 7,000,000 (seven million) jobs in the formal and informal sectors for youth.

### 2.3.4 East African Vision 2050

The East African Community (EAC) is an inter-governmental association formed by the governments of Kenya, Tanzania, Uganda, Rwanda, Burundi and South Sudan aiming to spearhead the East African economic, social and political integration agenda. EAC Vision 2050 envisages that East African Community will be transformed into an upper middle- income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability. This vision focuses on socio-economic development transformation that entails; managed change process that respects ownership; ensures sustained political commitment; honors good governance and accountability; and promotes social cohesion. The EAC Vision 2050 covers the AU Agenda 2063 and the Sustainable Development

Goals 2030. The SHYDC Strategic Plan has considered the aspirations of the East Africa Vision 2025 through departments and units by considering the national strategic objectives, policies, strategies, legislations and Guidelines.

## 2.3.5 African Agenda 2063

Throughout 50 years (1963-2013) Africa committed to the main agenda of decolonization, the struggle against apartheid and attainment of political independence for the continent. The Golden jubilee in May 2013, African Union recommitted to the achievement of the Pan African Vision of "An integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena". The Golden Jubilee Summit of African Union committed seven aspirations to realize the Africa We Want namely Africa Agenda 2063;

- **Aspiration 1**: A prosperous Africa based on inclusive growth and sustainable development.
- **Aspiration 2**: An integrated continent; politically united and 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, shared 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, resilient and influential global player and partner.

The SHYDC Strategic Plan has considered the aspirations of the Africa Agenda 2063 through departments and units by considering the national strategic objectives, policies, strategies, legislations and Guidelines.

### 2.3.6 Sustainable Development Goals (SDGs) 2030

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member head of states adopted global Sustainable Development Goals from 25<sup>th</sup> 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 of state has committed to achieve 17 goals by 2030 deadline. Therefore, Shinyanga District Council strategic plan shall serve as one of the national vehicles in realizing the goals, thus it also deserves the global and national support in that endeavor. The Sustainable Development Goals which Shinyanga District Council should contribute to achieve in long term as summarized hereunder.

- **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;
- **Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development;
- **Goal 15:** 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 peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and
- **Goal 17:** Revitalize the global partnership for sustainable development.

The sustainable development goals (SDGs) have highlighted critical issue of major concern that has to be taken into board by any country or government organ. Therefore, Shinyanga District Council does not operate in isolation, thus during preparation of its strategic plan 2021/22-2025/26 considered the SDGs.

# 2.4 SWOC and Stakeholders Analysis

### 2.4.1 SWOC Analysis

During preparation of Shinyanga District Council five years strategic plan SWOC analysis was done to establish what potentials the council has to support it efforts as well as the bottlenecks that slowdown its efforts. SWOC analysis is crucial in assessing the strategic position of district council. It enables the councils that want to build on strengths needs to show up the weakness, capitalizing on the opportunities and recognize the challenges.

**Table 64: SHYDC SWOC Analysis** 

	Internal	Enviro	nment
Stren	gths	Weak	nesses
i.	Availability of supportive laws,	i.	Lack of title deed for some of the
	policies, circulars and guidelines;		surveyed areas;
ii.	Availability of multidisciplinary	ii.	Shortage of reliable transport facilities;
	staffs.;	iii.	Shortage of staff house;
iii.	Existence of team work;	iv.	Inadequate commitment to some staff;
iv.	Availability of surveyed land for	V.	Inadequate ICT infrastructure;
	investment;	vi.	Inadequate number of qualified skilled
V.	Existence of electronic revenue		staff.
	collection system;	vii.	Shortage of staffs' offices.
vi.	Existence of well-developed	viii.	Limited revenue base in the District
	Council website;		Council;
vii.	Availability of sources of revenues;	ix.	Inadequate community contribution to
viii.	Peace and Security stability;		the development projects; and
ix.	Availability of youth, women and	Х.	Inability of some staffs to cope with
	people with disability development		change of technology.
	fund; and		
Χ.	Presence of Unqualified opinion		
	reports for three consecutive years;		
	External		
	rtunities		enges
i.	Presence of various Ministries,	i.	Existence of high uses hand hoe as an
	Departments, Agencies, NGOs,		agricultural implement;
	development partners and private	ii.	High price of agricultural farm inputs;
	investors.	iii.	Unreliable market of farm produces;
ii.	Availability of arable land	iv.	Unpredictable climatic conditions;
iii.	Availability of passable road networks;	V.	Delay and inadequate disbursement of Government fund:
iv.	Availability of minerals and other	\i	Poor accessibility of some of the roads;
IV.	building materials;	vi. vii.	Prevalence of HIV/AIDS.
V.	Availability and accessibility of	viii.	Political interference development
\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	social media;		issues/interest.
vi.	Availability of large number of	ix.	Labour turnover especially in education
<b>V</b> 1.	indigenous livestock for producing		and health sectors
	various products;		
vii.	Presence of financial institutions;		
	and		
viii.	Availability of irrigation schemes.		
ix.	The presence of other Councils		
	inside and outside the African		
	continent for progressive		
	friendship.		
L	·	1	

Source: SHYDC SWOC analysis report, (2023)

## 2.4.2 Stakeholders Analysis

Stakeholders' analysis was conducted in the course of preparation of the five years strategic plan of Shinyanga District Council 2021/22-2025/26 for the purpose to draw down the available potential stakeholders. Since the council has diverse number of stakeholders, which collectively with the council may promote or hinder development of the council. Therefore, understanding their interest, capacities as well as their group concerns were important.

Table 65: SHYDC Stakeholder Analysis

Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not meet	Rank
Community	-Participating in planning and budgeting; -Beneficially / implementer of project plans; -Contribution in development project in terms of financial and manpower.	-Quality services -Empowerment (Socially or economically) -Value for money -Transparency.	-Reluctance in support or contribution to development projectMistrust -Conflict -Lack of sense of ownership.	High
Councilors	-Formulating council by-laws; -Approve council budget and plans; -Council decision makers.	-Quality service delivery -Value for money -Conducive working environment.	-Termination of employment -Conflict with management -Mistrust of council staff.	High
Council staff	-To provide services to the communityTo prepare council budget and plan -To interpolate and implement government guidelines and policies.	-Conducive working environment -Incentive payment -Capacity building -Timely payment of salary.	-Low job turnover -Low working morale -Sabotage	High
Central government	-Providing policies and guidelines -Allocating	-Integrity -Quality service -Value for money	-Dismissal	High

Name of	Role of	<b>Expectation of</b>	Potential impact	Rank
stakeholder	stakeholder	stakeholder	if expectation is	
			not meet	
	resources	-Compliance		
	-Providing budget	with rule and		
	ceiling	regulations		
Utility and	-Supply of utility	-Compliance	-Cut off services	High
Regulatory	and services	-Conducive	-Sued before	
authorities.	-Provide guidelines	working	court	
	and regulations	environment		
Financial	Provision of	-Conducive	-Mistrust	High
institution	financial services	business	-Termination of	
		environment	services	
		-Compliance	-Financial	
0001			insecurity	
CBO's and	To support socio-	-Conducive	-Withdrawal from	Medium
NGO's	economic services	working	service provision	
		environment	-Mistrust	
		-Community		
		support		
Dovolonment	-Financial	-Recognition	-Withdrawal	Lliab
Development partners'	assistance	-Value for money -Quality service	-Wistrust	High
partifers	-Technical	-Transparency	-iviistrust	
	assistance	-Compliance		
Potential	-Source of income	-Quality service	-Termination of	Medium
investors	-Support	-Conducive	service	Wicalam
mvootoro	development	investment	-Discourage of	
	project	environment	other investors	
	p. 6,660	-Value for money	-Decrease of	
		,	development	
			budget-	
Religious	-Faith services	-Conducive	-Withdrawal of	Medium
organization	(moral support)	working	services	
	-Education services	environment	-Mistrust	
	-Health services	-Recognition		
	-Peace and	-Appreciation		
	harmony support	-Quality services		
	-Technical support			
Service	-To supply services	-Economic gain	-Mistrust	High
providers	and goods	-Trust	-Sue	
		-Compliance	-Withdrawal	
		-Transparency		

Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is	Rank
			not meet	
Political	-Sensitization in	-Quality of	-Conflict	High
parties	development	services	-Mistrust	
	-Execution of	-Transparency	-Sue	
	political leadership	-Compliance	-Job termination	
	-Overseer of	-Value for money		
	government			
	performance.			
Military	-Assurance of	-Recognition	Uncertainty of	High
institution	peace and security	-Appreciation	peace and	
	-Social support	-Compliance	security.	

Source: SHYDC Stakeholder analysis report, (2023)

### **CHAPTER THREE**

# MID-TERM PERFORMANCE REVIEW OF SHINYANGA DISTRICT COUNCIL FIVE YEARS STRATEGIC PLAN 2021/22-2025/26

### 3.1 Introduction

The performance review of Shinyanga District Council was based on assessment of the implementation of the past five years' strategic plan 2017/18-2020/21. The major focus of the performance review was to see how far Shinyanga District Council managed to achieve its targets, as well as possible factors that constrained the achievements. The performance review was fundamental towards revitalizing the next Shinyanga District Council five years' strategic plan 2021/22-2025/26. The review considered every target that was set in each service area as follows.

#### 3.2 Results Area

The performance review of the SHYDC outgoing strategic plan 2017/18-2020/21 considered all 19 results area as per LGAs structure of the by then as presented hereunder:

### 3.2.1 Result Area: Human Resource and Administration Department

The Human Resource and Administration Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing two (2) strategic objectives and its performance are indicated hereunder.

### 3.2.1.1 Strategic Objective

A: Services Improved and HIV/AIDS Infections Reduced

E: Good Governance and Administrative Services Enhanced

Objectives	Targets	Achievement	Constraints	Way forward
A: Services	Staff health	No new HIV case	Fear of	To be sustained
Improved and	enhanced	report to the	stigma	in the next five
HIV/AIDS	by June,	employer by staff.		years strategic
Infections	2021.			plan.
Reduced				
E: Good	Conducive	Working tools,	Shortage of	To be sustained
Governance	working	trainings and	fund	in the next five
and	environment	statutory benefits		years strategic
Administrative	ensured by	provided		plan.
Services	June, 2021.			
Enhanced				
		Fund transferred	Shortage of	To be sustained
		to facilitate	fund	in the next five
		villages' office		years strategic
		operation.		plan.

### 3.2.2 Result Area: Finance and Trade Department

The Finance and Trade Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one strategic objective and its performance are indicated hereunder.

### 3.2.2.1 Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

Objectives	Targets	Achievement	Constraints	Way forward
C: Access to	Monthly,	Achieved by	Network	To be
Quality and	Quarterly and	100%	outage.	sustained in
Equitable	Annual			the next five
Social	financial			years strategic
Services	reports			plan.
Delivery	prepared and			
Improved	timely			
	submitted by			
	June			
	2021.			
	Revenue	Own source	-Political	Taxpayer
	collection	revenue,	interference;	education.
	enhanced by	collection		
	June 2021	increased from		
		TZS		
		1,699,882,845.00		
		in 2018/2019 to		
		TZS		
		3,569,095,543.24		
		2021/2022.		
	Government	Training provided	Shortage of	To be
	Financial	to few	fund	sustained in
	Accounting Procedures	accountants		the next five
	Adhered by			years strategic
	June, 2021			plan.

### 3.2.3 Result Area: Works and Fire Rescue Department

The Works and Fire Rescue Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one strategic objective and its performance are indicated hereunder.

### 3.2.3.1 Strategic Objective

Objective D: Increase quantity and quality of social services and Infrastructure

Objectives	Targets	Achievement	Constraints	Way forward
Objective D:	496 kms of	13.8km were	Shortage of	To be
Increase	District Road	maintained	fund	sustained in
quantity and	rehabilitated			the next five
quality of	and			years strategic
social services	maintained by			plan in
and	June 2021			collaboration
Infrastructure				with TARURA.
	Maintaining	Construction of	Shortage of	To be
	Quality council	Administration	fund	sustained in
	buildings at	Block and staff		the next five
	100% by June	houses on		years strategic
	2021	progress		plan.

## 3.2.4 Result Area: Planning, Monitoring and Statistics Department

The Works and Fire Rescue Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one strategic objective and its performance are indicated hereunder.

## 3.2.4.1 Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

Objective	Target	Achievement	Constraints	Way forward
C: Access	Conducive	Working tools	Shortage of	To be sustained in
to Quality and Equitable Social Services Delivery Improved	working environment to 8 Planning, Statistics and Monitoring Department's staff ensured by June, 2025.	trainings and statutory benefits provided	fund	the next five years strategic plan.
	Plans and Budget prepared and implemented by June 2025	Plans and budget submissions are adhered to time the table.	Budget Ceiling	Diversification of revenue source.

# 3.2.5 Result Area: Health Department

The Works and Fire Rescue Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one strategic objective and its performance are indicated hereunder.

# 3.2.5.1 Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

Objective	Target	Achievement	Constraints	Way Forward
C: Access to Quality and Equitable Social Services Delivery Improved	Shortage of medicines, medical equipment and diagnostic supplies reduced from 4% to 1% by June 2021	Availability of all tracer medicine for more than 80% to all health facilities	Poor forecasting among health facilities during ordering of medicines and medical equipment.	Conducting Monthly Therapeutic committee to discuss issues relating to health supplies.
	Good working condition status of medical equipment improved from 65% to 80% by June 2021	Availability of Medical equipment at all health facilities improved by 75%	Inadequate supply from MSD in relation to the placed order by Health facilities.	-Placing orders for medicines and medical equipment from MSD in advance Conducting quarterly medicine audit.
C: Access to Quality and Equitable Social Services Delivery Improved	Maternal mortality rate reduced from 62 to 35 per 100,000 live birth by year 2021	-Maternal case has been reduce; -Quarterly Maternal Meeting has been conducted; -Mentorship to Health care provider to all facilities has been conducted.	-Late ANC booking among pregnant women; -Inadequate knowledge among health care providers on obstetric emergency care and weak referral system. Traditional believes;( use	-Community sensitization on Early ANC attendance; -Conducting training and mentorship to health care; -Strengthening referral system.

Objective	Target	Achievement	Constraints	Way Forward
			of local herbs, home delivery, negative perception on family planning services)	
	Infant mortality rate reduced from 4 to 2 per 1000 live birth by 2021	Infant mortality rate reduced	Limited number of well-equipped pediatric unit.	-Establishment of well-equipped pediatric units and train health staff on management of these units; -Distribution of appropriate guidelines.
	Neonatal mortality rate Reduced from 3 to 1 per 1,000 live birth by June, 2021	Neonatal mortality rate reduced to 1 per 1,000 live birth	-Lack of adequate neonatal care unit within the districtShortage of medical supplies.	Allocate fund for establishing neonatal care unit at District Hospital and Health Centers within the CouncilProcurement of necessary medical equipment for neonatal care.
	Communicable diseases control raised from 40% to 70% by June 2021	Communicable disease has been controlledFor three consecutive years, the Council had no case of	-Low community awareness on prevention of communicable; -Shortage of fund.	To be sustained in the next five years strategic plan.

Objective	Target	Achievement	Constraints	Way Forward
		Cholera.		
		-		
		Environmental		
		sanitation		
		campaign has		
		been		
		conducted.		

# 3.2.6 Result Area: Primary Education Department

The Primary Education Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing four (4) strategic objectives and its performance are indicated hereunder.

# 3.2.6.1 Strategic Objective

- C: Access to Quality and Equitable Social Services Delivery Improved
- D: Quantity and Quality of Socio-Economic services and infrastructure increased
- E: Good Governance and Administrative Services Enhanced
- Y. Multi-Sectorial Nutrition Services improved

Objectives	Targets	Achievement	Constraints	Way forward
C: Access to Quality and Equitable Social Services Delivery Improved	Monitoring and evaluation to 136 pre and primary schools ensured by June 2021	Monitoring conducted to 136 schools	Inadequate transport facilities.	To be sustained in the next five years strategic plan.
	Enrolment rate in Primary Education increased to 95% by June 2021.	Enrolment rate has increased up to 98%	Shortage of school infrastructure and teachers.	-To be sustained in the next five years strategic planCommunity involvement in construction of school infrastructure.
	Pass rate increased from 82% to 100% for STD	Pass rate for STD 7 has increased from 68% to 76% and for STD IV	Shortage of school infrastructure and teachers.	To be sustained in the next five years strategic

Objectives	Targets	Achievement	Constraints	Way forward
	VII and	has increased		plan.
	71.43% to	from 61% to 71%		
	100% for STD			
	IV by June			
	2021			
D: Quantity	Number of	Number of	Shortage of	To be
and Quality of	' '	classrooms	fund.	sustained in
Socio-	schools'	increased from		the next five
Economic	classrooms	943 to 1,042		years strategic
services and	increased			plan.
infrastructure	from 1,042			
increased	classrooms to			
	2,293 by June			
	2021			
	Number	Number of	Shortage of	To be
	teachers'	teachers' houses	fund.	sustained in
	house	increased from		the next five
	increased	398 to 403.		years strategic
	from 398 to			plan.
	598 by June			
	2021			
	Number of	Number of desks	Shortage of	To be
	desks	increased from	fund.	sustained in
	increased	18,199 to 24,321		the next five
	from 18,199 to			years strategic
	33,748 by			plan.
	June 2021			
	Number of pit	Number of pit	Shortage of	To be
	latrines	latrines increased	fund.	sustained in
	increased	from 894 to 1,516		the next five
	from 894 to			years strategic
	4,581 by June			plan.
	2021			
E: Good	Managerial	94% of Staffs	Shortage of	To be
Governance	and	have attended	fund.	sustained in
and	leadership	various trainings		the next five
Administrative	skills for			years strategic
Services	education			plan.
Enhanced	staff increased			
	from 91%			
	100% by the			
	year 2021			

Objectives	Targets	Achievement	Constraints	Way forward
	Training to	Training	Shortage of	To be
	136 primary	conducted to all	fund.	sustained in
	schools	136 school		the next five
	committee	committee		years strategic
	members on	members on		plan.
	monitoring	monitoring and		
	and	evaluation of		
	evaluation	school progress.		
	conducted by			
	June 2021			
Y. Multi-	Nutrition	108 primary	Some of the	Awareness
Sectorial	delivery to 136	schools have	parents are	creation and
Nutrition	Primary	been providing	reluctant to	Sensitization.
Services	schools	porridge to pupils.	contribute.	
improved.	enhanced by			
	June 2021.			

# 3.2.7 Result Area: Secondary Education Department

The Secondary Education Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one (1) strategic objective and its performance are indicated hereunder.

# 3.2.7.1 Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

Objectives	Targets	Achievement	Constraints	Way forward
C: Access to	Monitoring	Monitoring	Inadequate	To be
Quality and	and	conducted to 35	transport	sustained in
Equitable	evaluation to	schools	facilities.	the next five
Social	135			years strategic
Services	secondary			plan.
Delivery	schools			
Improved	ensured by			
	June 2021			
	Pass rate	Pass rate	Shortage of	To be
	increased	increased 84%	school	sustained in
	from 82% to	for form four	infrastructure	the next five
	100% by June	examination and	and science	years strategic
	2021	100% for form six	teachers.	plan.
		examination.		

### 3.2.8 Result Area: Land and Natural Resources Department

The Land and Natural Resources Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing two (2) strategic objectives and its performance are indicated hereunder.

### 3.2.8.1 Strategic Objective

E. Enhance good governance and administrative services

G: Management of Natural Resources and Environment Improved

Objectives	Targets	Achievement	Constraints	Way forward
E. Enhance	Conducive	Nine (9) Land	Shortage of	To be
good	working	and Natural	fund.	sustained in
governance	environment	Resource staff		the next five
and	to Land and	facilitated with		years strategic
administrative	Natural	working tools.		plan.
services	Resource			
	department			
	improved by			
	June 2021			
G:	Land and	A total of 131,238	Shortage of	To be
Management	Natural	trees were	fund.	sustained in
of Natural	resources in	planted in the		the next five
Resources	the Council	Council.		years strategic
and	sustained by			plan.
Environment	June, 2021			
Improved				

### 3.2.9 Result Area: Agriculture, Irrigation and Cooperatives Department

The Agriculture, Irrigation and Cooperatives Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing two (2) strategic objective and its performance are indicated hereunder.

### 3.2.9.1 Strategic Objective

C: Access to Quality and equitable social services delivery improved

D: Quantity and Quality of Socio-Economic services and infrastructure increased

Objectives	Targets	Achievement	Constraints	Way forward
C: Access to	Conducive	80% of staff were	Shortage of	To be
Quality and	working	facilitated with	fund.	sustained in
equitable	environment	working tools.		the next five
social services	to Agriculture			years strategic
delivery	and			plan.
improved	Cooperative			
	staff ensured			

Objectives	Targets	Achievement	Constraints	Way forward
	by June 2021			
	Household	Food security and	Drought and	Investment in
	food security	income improved	shortage of	irrigation
	and income	to 60%	fund.	projects.
	improved from			
	40% to 70%			
	by June 2021			
D: Quantity	Agricultural	20% of Irrigation	Shortage of	To be
and Quality of	Irrigation	schemes	funds	sustained in
Socio-	facilities	improved		the next five
Economic	improved by			years strategic
services and	June 2021			plan.
infrastructure				
increased				

### 3.2.10 Result Area: Livestock and Fisheries Department

The Livestock and Fisheries Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one (1) strategic objective and its performance are indicated hereunder.

### 3.2.10.1 Strategic Objective

D: Quantity and Quality of Socio-Economic services and infrastructure increased

Objectives	Targets	Achievement	Constraints	Way forward
D: Quantity	Livestock	78% of livestock	Shortage of	To be
and Quality of	Infrastructures	infrastructure	funds	sustained in
Socio-	improved by	improved		the next five
Economic	June, 2021			years strategic
services and				plan.
infrastructure				
increased				

# 3.2.11 Result Area: Community Development, Social Welfare and Youth Department

The Community Development, Social Welfare and Youth Department for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing three (3) strategic objectives and its performance are indicated hereunder.

## 3.2.11.1 Strategic Objective

A: Services Improved and HIV/AIDS Infection Reduced

E. Good governance and administrative services enhanced

# F: Social Welfare, Gender and Community Empowerment Improved

Objectives	Targets	Achievement	Constraints	Way
				forward
A: Services Improved and HIV/AIDS Infection Reduced	Promotion of safer sexual behavior and reduction of risk-taking behavior ensured by June 2021.	A total number of 31 employees trained on HIV/AIDS.	Shortage of funds	To be sustained in the next five years strategic plan.
		Psychosocial support provided to 46,733 community members.	Shortage of funds	-To be sustained in the next five years strategic planTo engage other stake holders.
		A total number of 255 vulnerable community groups trained on HIV/AIDS, entrepreneurship skills and provide loans to One (1) PLHIV group.	Shortage of funds	-To be sustained in the next five years strategic planTo engage other stake holders.
E. Good governance and administrative services enhanced	Conducive working environment to Community Development Department improved by June, 2021	A total number of 16 employees out of 30 employees facilitated with statutory benefits.	Shortage of funds	-To be sustained in the next five years strategic plan.
F: Social Welfare, Gender and Community Empowerment	Provisions of Loans and Care to Women, Youth and	Loans provided to 66 Women Groups, 56 Youth Groups and	Shortage of funds	-To be sustained in the next five years strategic

Objectives	Targets	Achievement	Constraints	Way forward
Improved	People with Disability increased from 11 groups to 50 by June, 2021	21 People with Disability		planTo engage other financial institutions.
		Training provided to 197 economic groups	Shortage of funds	-To be sustained in the next five years strategic planTo engage other financial institutions.
		The total number of 156 small scale industries established.	Limited entrepreneurships skills	-To be sustained in the next five years strategic plan.

# 3.2.12 Result Area: Legal Unit

The Legal Unit for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one (1) strategic objective and its performance are indicated hereunder.

# 3.2.12.1 Strategic Objective

E. Good governance and administrative services enhanced

Objectives	Target	Achievements	Constraints	Way
				forward
E: Good	Conducive	Two (2) staff	Shortage of funds	To be
Governance	work	provided with		sustained
and	environment to	court Attire		in the next
Administrative	three (3) staffs			five years
Services	of Legal			strategic
Enhanced.	Services Unit			plan.
	improved by			

Objectives	Target	Achievements	Constraints	Way
				forward
	June 2021			
	Legal opinion	Two By laws	Inadequate	To be
	and	amended and	working tools.	sustained
	enforcement of	one enacted		in the next
	laws and by			five years
	laws enhanced			strategic
	by June 2021			plan.
	Council	Pending	Inadequate	Sufficient
	Disputes/Cases	dispute/cases	working tools.	Budget
	reduced from	reduced to six		allocation.
	21 to 05 by	(6).		
	June 2021			
	Capacity	Training	Inadequate	To be
	building for 26	conducted to 10	working tools.	sustained
	Ward and 126	Ward Tribunals		in the next
	Village Land			five years
	Council			strategic
	Tribunals by			plan.
	June 2021.			

### 3.2.13 Result Area: Internal Audit Unit

The Internal Audit Unit for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one (1) strategic objective and its performance are indicated hereunder.

# 3.2.13.1 Strategic Objective

E. Good governance and administrative services enhanced

Objective	Target	Achievement	Constraints	Way Forward
E: Good	Real time	Value for	-Shortage of	Allocating PE
Governance	audit and	money audit	skilled staff;	budget.
and	value for	conducted	-Shortage of	
Administrative	money on	and reports	funds.	
Services	completed	submitted.		
Enhanced	on ongoing			
	projects			
	conducted			
	by June			
	2021			
	Risk	Quarterly	-Shortage of	Allocating PE
	Based	audit	skilled staff;	budget.
	Audit	conducted	-Shortage of	

6	executed	reports and	funds	
	quarterly	reports		
k	by June	submitted.		
	2025			

# 3.2.14 Result Area: Information Communication Technology Unit

The Information Communication Technology Unit for outgoing five years strategic plan 2017/18-2020/21 was responsible for implementing one (1) strategic objective and its performance are indicated hereunder.

# 3.2.14.1 Strategic Objective

C: Access to Quality and equitable social services delivery improved

Objective	Target	Achievement	Constraints	Way Forward
C: Access to Quality and equitable social services delivery improved	Information and other resources accessibility improved by June 2021	Efficiency and accessibility of the Council website improved	Budget constraints	To be sustained in the new plan

### **CHAPTER FOUR**

### THE PLAN 2021/22-2025/26

### 4.1 Overview

This Chapter presents the revitalized Shinyanga District Council five years strategic plan for the period of 2021/22-2025/26. The chapter begins with the agreed vision, mission and core values that will provide guidance during execution of this strategic plan. Furthermore, it presents strategic issues that the District Council considers most fundamental to be achieved in the specified duration of this plan. Also, the strategic objectives, services output, targets as well as strategies and key performance indicators in every division/unit are clearly articulated. The chapter further shows how various strategic interventions will be undertaken during the five (5) years of the strategic planning cycle that will contribute towards realization of National Third Five Year Development Plan 2021/22-2025/26, ruling part manifesto 2020-2025, cross-cutting policies, sectoral policies as well as East Africa Vision 2050, African Agenda 2063 and Sustainable Development Goals 2030.

### 4.2 Shinyanga District Council Vision, Mission and Core Values

### **4.2.1 Vision**

Shinyanga District Council is to become "The Council with quality services and conducive investment environment for sustainable development."

### 4.2.2 Mission

Shinyanga District Council is committed "To provide quality service in collaboration with stakeholders and create a conducive Investment environment for sustainable Development through effective utilization of available resources."

### 4.2.3 Core Values

Realization of Shinyanga DC vision and mission will mainly be guided by the following values:

### Transparency and Accountability:

Shinyanga District Council staff will be responsible, honesty, diligent, ethical, accurate, and professional in decision making.

#### Teamwork:

Shinyanga District Council staff will work and treat one another with compassion, humility, and respect.

### Creativity and Innovation:

We strive to improve our operational capacity by introducing new ways, ideas and products tailor made to suit the customer.

### • Integrity:

In all its undertakings, the Shinyanga District Council staff will uphold and observe accuracy, professional ethics, honesty, corporate social responsibility and human respect.

### Professionalism

Shinyanga DC staff should take in mind that knowledge will never be complete and this can be realized through collaborative and continuous learning from other organizations and institutions.

### Customer focus:

All staff should avoid all forms of nepotism in terms of sex, religion, political ideology, race and tribalism in service delivery. All functions of the council should be fair to everybody without profit conscious.

### Effective Utilization of resources:

A wisely uses of resources with respect to its availability, quantity, quality, personnel time, monetary and non-monetary resources to share scares resource responsibly.

### Corruption free zone

All staff should provide services with equality and high respect of the powers entrusted to them without private gain, the rights and privileges of some.

### 4.3 Strategic Issues

Strategic issues entail non-routinely undertakings that presents significant changes to the respective organization once implemented effectively and they drill a significant share of the available organization resource envelop. Strategic issues in other ways are viewed as stand-alone projects or flagship projects of the organization to be achieved over a given period of time. Shinyanga DC in the next five years of strategic planning 2021/22 - 2025/26 dedicates to realize ten key stand-alone projects of the council that will depend with both internal and external financing mechanism.

S/N	STRATEGIC ISSUE	FINANCING			STRATEGIES		
		MECHANISM	2021/22	2022/23	2023/24	2024/25	2025/26
1.	Establishment of Business Park and Community Radio at the former SHY DC Headquarters.	Development Grants, Own Source, PPP Arrangements and Debt Financing	-	Feasibility Study and Market Sounding.	Construction	Facilities in use	Facilities in use
2.	Establishment of Biogas Project	Development Grants and Own Source	Feasibility Study and Proposal Write-Up	Feasibility Study and Project Proposal	Construction	Facilities in use	Facilities in use
3.	Establishment of Community Pharmacy and production of medical equipment (Drip)	Own Sources and Government Subsides	-	Project Proposal	Construction	Facilities in use	Facilities in use
4.	Investment areas and Land Banking	Own Sources	-	Land surveying	Acquire land	Investment	Investment
5.	Construction of Lorry Parking at Tinde Area.	Development Grants and Own Source	•	Feasibility Study and Project Proposal	Construction	Construction	Facilities in use
6.	Construction of SHY DC English Medium School	Development Grants, Own Source, PPP Arrangements and	-	Feasibility Study and Market Sounding.	Construction	Construction	Facilities in use

S/N	STRATEGIC ISSUE	FINANCING			STRATEGIES		
		MECHANISM	2021/22	2022/23	2023/24	2024/25	2025/26
		Debt Financing					
7.	Establishment of Milk and Tannery processing plant.	Development Grants, Own Source, PPP Arrangements and Debt Financing	-	Feasibility Study and Market Sounding.	Construction	Construction	Facilities in use
8.	Establishment of Agro- processing Industry	Development Grants, Own Source, PPP Arrangements and Debt Financing.	-	Feasibility Study and Market Sounding.	Construction	Construction	Facilities in use
9.	Dumping Sites	Development Grants and Own Sources	-	Project Proposal	Construction	Construction	Facilities in use
10.	Construction of illusion plant.	Development Grants, Own Source, PPP Arrangements and Debt Financing.	-	Feasibility Study and Market Sounding.	Construction	Construction	Facilities in use

# 4.4 Strategic Objectives, Strategic Service Outputs, Targets, Strategies and Performance Indicators

In the five years planning cycle, Shinyanga District Council has adopted ten national harmonized strategic objectives that are to be realized. The objectives are interrelated to the Third National Five-Year Development Plan 2021/22-2025/26, Sustainable Development Goals 2030, CCM Election Manifesto 2020-2025, Africa Agenda 2063, East Africa Vision 2050 and other Sectoral and cross-cutting Policies. The adopted strategic objectives include: -

**Objective A**: Service Improved and HIV Infection Reduced;

Objective B: National Anti-Corruption Implementation Strategy Enhanced

and Sustained;

**Objective C:** Access to Quality and Equitable Social Services Delivery

Improved;

Objective D: Quality and Quantity of Socio-Economic Services and

Infrastructure Increased;

**Objective E:** Good Governance and Administrative Services Enhanced;

Objective F: Social Welfare, Gender and Community Empowerment

Improved;

Objective G: Management of Natural Resources and Environment

Enhanced and Sustained;

**Objective H**: Local Economic Development Coordination Enhanced; **Objective I**: Emergency and Disaster Management Improved; and

**Objective Y:** Multi-Sectorial Nutrition Services Improved.

# 4.4.1 Strategic Service Area 1: Administration and Human Resource Management Division

This service will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives **A**: Services Improved and HIV/AIDS Infections Reduced, **B**: National anti-Corruption Implementation Strategy Enhanced and Sustained and **E**: Good Governance and Administrative Services Enhanced.

Strate	gic	Service		Target	ts		Strategies		Key	
Object	tive	Outputs							Performanc	е
									Indicators	
A:	Services	Staff	health	Suppo	rt	to	Facilitate		Number	of
Improv	ed and	enhance	d	employ	yees		special	diet	employees	
HIV/AI	DS			LHIV	ensure	ed	and		supported	
Infection	ons			by Jun	e 2026		counseling.			

Strategic	Service	Targets	Strategies	Key
Objective	Outputs			Performance
				Indicators
Reduced				
B: National	Anticorruption	Number of	Conduct	Number of
anti-Corruption	strategy at	corruption	trainings on	corruption
Implementation	work place	practices	Ant-corruption	cases reported
Strategy	strengthened	Reduced by	practice;	
Enhanced and		June 2026	Distributing	
Sustained.			corruption	
			leaflets.	
<b>E</b> : Good	Complains	Complains	Conduct	Number of
Governance	among the	among the	statutory	complains.
and	community and	community and	meetings,	
Administrative	public servants	public servants	formulate	
services	reduced	reduced by	suggestion	
Enhanced,		June 2026	boxes,	
			complains	
			desks and	
			preparation of	
			client service	
			charter.	
	Participation in	All Council,	Conduct	Number of
	decision	Wards Village	statutory	meetings
	making,	statutory	meetings,	conducted.
	Transparency	meetings	facilitation of	
	and	conducted by	statutory	
	accountability	June 2026.	committees,	
	maintained		formulate	
			developed plan	
			and budget,	
			provide welfare	
			and Monitoring	
		Efficient and	Conducting	Number of
		effective	sensitization	citizens
		community	awareness	participated in
		participation in	campaign.	elections.
		the local		
		government		
		and general		

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
		elections enhanced by June 2026		
	Conducive working environment improved	Conducive working environment for 2,269 staff improved by June, 2026.	Provide working tools, facilitate trainings, provide statutory benefits, construct staff houses and offices.	Percentage of working environment improved.
	Staff integrity enhanced	Awareness on public service rules, regulations, circulars and policy enhanced by June, 2026	Conduct training; perform disciplinary actions and orienting new staffs.	Percentage of staff integrity enhanced.

# 4.4.2 Strategic Service Area 2: Infrastructure, Rural and Urban Development Division

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives; **D:** Quantity and Quality of Social Economic Services and Infrastructure Increased and E. Enhance good governance and

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicator
<b>D</b> : Quality and	Planned	Maintaining	Preparation of	% of quality
Quantity of	activities	Quality council	BOQ, Design	buildings in
Socio-	/projects	buildings at	and drawings,	place.
Economic	implemented	100% by June	site visiting,	

Strategic	Service Output	Target	Strategies	Key
Objective				Performance
				Indicator
Services and	and monitored	2026	conduct	
Infrastructure			quarterly	
Increased			monitoring,	
			report	
			preparation,	
			involvement of	
			stakeholders.	
	Quality	Community	Solicit funds	Total length of
	kilometers of	roads network	and	community
	roads increased	maintained by	Community	roads in Km
	in District	June 2026	sanitization.	maintained.
	Revenue	Monitoring of		Number of
	enhancement	21 council	quarterly	vehicles and
	infrastructure	vehicles and 7	monitoring,	plants
	increased	Plants annually	report	monitored and
		enhanced by	preparation.	maintained.
		June 2026		
		Lorry Parking	Solicit of funds	Status of bus
		Infrastructure	for proper	lorry parking in
		constructed at	· •	place
		Tinde area by	construction	
	1 1	June 2026	activities	NI all a
	Land	Training on		Number of
	infrastructure	land laws to 26	resources,	villages council
	services	villages council	facilitate	trained on Land
	improved	conducted by June 2026	transport	Law
		Julie 2020	logistics, conduct	
			trainings	
	Land	Sustained	Mobilize	Number of
	infrastructure	SHYDC land	resources,	properties
	services	issues by		valuated and
	improved	Valuating	transport	land value rates
	inproved	properties in 26	logistics,	reviewed.
		wards by June	conduct	1001000
		2026	trainings,	
			valuation of	
			1 3 3 3 3 3 3 3 3	

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicator
			properties and land value rates	
	Land infrastructure services improved	2000 plots at Shinyanga District Headquarter surveyed by June 2026	Allocate and solicit funds, procure surveying equipment	Number of plots surveyed
	Land infrastructure services improved	Community Land use plan in 120 villages prepared by June 2026	Sensitize community, solicit funds, facilitate survey	Number of villages with Land use plans
	Land infrastructure services improved	certificates right of occupancy to 87 villages 100 granted and certificate right of occupancy to 4 planned areas prepared by June 2026	Sensitize community, solicit funds,	Number of CCRO'S prepared and granted
	Land infrastructure services improved	Shinyanga District Council Land use master plan prepared by June 2026	Sensitize the community, solicit and allocate funds	District Land use master plan in place
	Quality buildings constructed and renovated	Administration Block and other council buildings for Shinyanga District Council constructed	Allocate funds and proper supervision of construction activities.	number of buildings constructed or renovated

Strategic	<b>Service Output</b>	Target	Strategies	Key
Objective				Performance
				Indicator
		and renovated		
		by June 2026		
E. Enhance	Conducive	Working	Facilitate	Number of
good	working	environment of	statutory	staffs facilitated
governance	environment	staff for	benefits and	
and	improved	infrastructure,	provide	
administrative		rural and urban	working tools	
services		development	and resources.	
		division		
		ensured by		
		June 2026		

# 4.4.3 Strategic Service Area 3: Industry, Trade and Investment Division

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic plan;

**E**: Good Governance and Administrative services Enhanced

H: Local Economic Development Coordination Enhanced

Strategic Objectives	Service Outputs	Targets	Strategies	Performance Indicators
E: Good Governance and Administrative services Enhanced	Conducive working environment improved	Working environment of staff for Industry, Trade and Investment Division ensured by	Facilitate statutory benefits and provide working tools and resources.	Number of staffs facilitated
H: Local economic development coordination enhanced	Number of investors available, types of investment conducted	June 2026 Register of industries and investment area prepared and sustained by June 2026	Facilitate development of register, community awareness creation, capacity	Industries and investment area register in place

Strategic	Service Outputs	Targets	Strategies	Performance
Objectives				Indicators
			building	
		Council	Allocate funds	Council
		investment	and	investment
		profile	conducting	profile in place.
		developed and	investment	
		sustained by	profile	
		June 2026	workshops.	
		Ten	Hire project	Number of
		development	consultant for	Project
		projects	capacity	proposal in
		initiated and	building;	place
		implemented	Information	
		under PPP,	sharing;	
		Joint venture	coordinating	
		or other	forums with	
		funding	stakeholders	
		mechanisms		
		by June 2026		
		Implement	Facilitate	Council
		Business	development	investment
		Development	of strategy for	profile in place.
		Strategy for	small vendors	
		small vendors	and small	
		and small	business	
		business	providers.	
		providers by		
		June 2026.		
	Industry and	Business	Allocate funds	Number of
	investment	council forums	and	business
	environment	coordinated	conducting the	council forums
	enhanced	annually by	forum.	coordinated.
		June 2026.		
	Conducive	Conducive	Directing more	Number of
	environment for	working	resources to	investors in the
	Investors created	environment to	attract	council.
		eight (8)	investment	
		investors	activities;	
		1111001010	aonvinos,	

Strategic	Service Outputs	Targets	Strategies	Performance
Objectives				Indicators
		created by June 2026.	Identify potential area for investment; Strengthening cooperation and relations with investors; Removal of legal and administrative bottlenecks; Supporting infrastructure; Peace and Stability.	
	Initiating and monitoring revenue sources.	Revenue collection from business license, Liquor license, Hotel levy, Service Levy and tariffs for small industries increased from 60% to 85% by June 2026	Directing more resources to revenue collection; Awareness creation to taxpayers.	% Of increase in provision of business license.
	Initiating and monitoring revenue sources.	Promote public private sector partnerships increased from 50% to 95% by June 2026.	Information Sharing; Organizing investment forums; Initiate database of investors and initiate cooperation.	%Increase public private sector.

# 4.4.4 Strategic Service Area 4: Health, Social Welfare and Nutrition Services Division

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan A: Services Improved and HIV/AIDS Infection Reduced C: Access to Quality and Equitable Social Services Delivery Improved D: Quantity and Quality of Social Economic Services and Infrastructure increased E: Good Governance and Administrative Services Enhanced F: Social welfare, Gender and Community Empowerment Improved I: Emergency and Disaster Management Improved Y: Multi Sectorial Nutritional Services Improved.

Strategic	Service	Targets	Strategies	<b>Key Performance</b>
		rargets	Strategies	
Objective	Outputs			Indicators
A: Services	STI care	Prevalence rate of	PITC, VCT,	% of HIV/AIDS
Improved and	management	HIV/AIDS among	Advocacy on	among OPD case
HIV/AIDS	and HIV new	OPD case is	Condom use,	reduced.
Infections	infection	reduced from 11 %	Community	
Reduced	controlled	to 5 % by June	sensitization on	
		2026	safe sexual	
			practice	
	STI care	Incidence rate of	PITC, VCT,	% of STI case
	management	STI among OPD	Advocacy on	among OPD case
	and HIV new	case is reduced	Condom use,	reduced
	infection	from 1.44 % to 0.9	Community	
	controlled	% by June 2026	sensitization on	
			safe sexual	
			practice	
	Home based	Proportion of	Advocacy	% of eligible
	care services	eligible PLHIV		PLHIV receiving
	improved	receiving ART		ART increased
		increased from		
		92% to 100% by		
		June 2026		
	Control	New HIV/AIDS	Community	% New HIV/AIDS
	Emergency of	infections reduced	Education on	infections reduced
	new HIV and	from 4.3% to 3.7%	Unsafe practice	
	AIDS	by June 2026	sex, Advocacy on	
	infections in		Condom use, PITC	
	the community		and VCT	
	Increased care	Households'	Advocacy to	%Households'
	and support for	members who	community on	members who
	family and	know their HIV	index testing	know their HIV

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	child infected and affected by HIV and AIDS	status increased from 81 % to 90% by June 2026		status increased
C: Access to Quality and Equitable Social Services Delivery Improved	Availability of Medicines, Medical supplies, Medical equipment, Laboratory reagents and Vaccines services	Shortage of Medicines, Medical equipment and diagnostic supplies reduced from 4% to 1% by June 2026	Use prime vendors in case of OS from MSD, Capacity building to Healthcare provider on ordering adequate health commodities	% of Medicines, Medical equipment and diagnostic supplies reduced
	Availability of Medicines, Medical supplies, medical equipment, Laboratory reagents and Vaccines services	Good working condition status of medical equipment improved from 65% to 80% by June 2026	Allocating adequate budget for maintenance and rehabilitation of medical equipment's (PPM)	% of working condition status of medical equipment improved
	Reproductive and Child Health care improved	Maternal mortality rate reduced from 62 to 35 per 100,000 live birth by June 2026	Focused antenatal care (includes PMTCT, Provision of ion, folic acid supplementation, IPT, syphilis test, TT, etc.	Number of Maternal mortality rate reduced

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	Reproductive and Child Health care improved	Infant mortality rate reduced from 4 to 2 per 1000 live birth by June 2026	Vaccination to newborns at appropriate age and time, education on breastfeeding among pregnant women	Number of Infant mortality rate reduced
C: Access to Quality and Equitable Social Services	Reproductive and Child Health care improved	Neonatal mortality rate Reduced from 3 to 1 per 1,000 live births by June, 2026	Vaccination to newborns at appropriate age and time, education on breastfeeding among pregnant women	Number of Neonatal mortality rate Reduced
Delivery Improved	Communicabl e diseases and Neglected Tropical Disease (NTDs)	Prevalence rate of Malaria case reduced from 44.3% to 20% by June 2026	Insecticide- Treated Nets (ITNs), Vector Control, Indoor Residual Spraying (IRS) and Intermittent Preventive Treatment of Malaria in Pregnant Women (IPTp)	% of Prevalence rate of Malaria cases reduced
	Communicabl e diseases and Neglected Tropical Disease (NTDs)	Vector and vermin control measures improved from 75% to 90% by June 2026	Spraying Indoor Residual Spray (IRS) and Intermittent Preventive	%Vector and vermin control measures improved
	Communicabl e diseases and	TB case detection rate increased from 83 % to 95%	Capacity building to Health care provider to	% of TB case detection rate increased

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Neglected Tropical Disease (NTDs)	by June 2026	conduct systematic screening of all people accessing care,	
	Communicabl e diseases and Neglected Tropical Disease (NTDs)	Prevalence rate of Neglected Tropical Diseases (NTDs) reduced from 2% to 1% by June 2026	Preventive chemotherapy by Mass drugs administration, intensified disease management, Provision of safe water, sanitation and hygiene (WASH)	% of Prevalence rate of (NTDs) cases reduced
	Communicabl e diseases Managed and Controlled	Malaria prevalence reduced from 2% to 1 % by June 2026	Insecticide- Treated Nets (ITNs), Vector Control, Indoor Residual Spraying (IRS) and Intermittent Preventive Treatment of Malaria in Pregnant Women (IPTp)	% of malaria prevalence reduction in place
	Non – Communicabl e Disease Control Managed and Controlled	Non- Communicable diseases reduced from 55 % to 20 % by June 2026	Community sensitization avoiding risk factors like unhealthy diet, tobacco use, excessive alcohol use, advocacy on physical exercise and Regular checkup on Body	% of non- communicable diseases reduced

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved			weight, Blood and pressure	
	Human Resource for health in terms of number professional Mix at all levels improved	Shortage of skilled and mixed human resource for health reduced from 70% to 50 % by the June 2026	Continue request in PE budget in each financial year, increase retention mechanism including provision of statutory benefit ie Uniform, on call, Extra duty, leave travel and Subsistence allowance.	% of skilled and mixed human resource for health reduced
	Human Resource for health in terms of number professional Mix at all levels improved	Shortage of staff houses at all levels of Health facilities reduced from 65% to 45% by June 2026	Engage community participation in construction of staff house and allocating budget in planning for rehabilitation	% of staff houses at all levels of Health facilities reduced
	Maternal, infant, young child and adolescent nutrition behaviors promoted (improved)	To promote health nutrition status for young child and adolescent from 75% to 90 % by June 2026	Advocacy on balance diet, community sensitization on unhealthy behaviors ie. tobacco use, excessive alcohol uses etc.	% of health nutrition status for young child and adolescent improved
	Treatment and Care of other common diseases of	Prevalence of eye diseases among OPD cases reduced from 55%	Community sensitization, eye screening and surgery	% eye diseases among OPD cases reduced

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	local priority improved	to 20% by June 2026		
	Treatment Pr and Care of dis other common Of diseases of re- local priority 1.0 improved Ju		Community awareness, mobile clinics and allocating budget for dental facilities ie. Dental chair,	% of oral diseases among OPD cases reduced
C: Access to Quality and Equitable Social Services Delivery Improved	Traditional and Alternative Medicines services improved	Proportion of patients with complications associated with traditional medicine and alternative healing practices reduced from 55% to 30% by June 2026	To conduct quarterly meeting with all Traditional and Alternative Medicines services provider for the purpose of train on how to handle a referral early complicate cases received	Proportion of complications associated with traditional medicine and alternative healing practices reduced
	Percentage of Community participation involvement (Community Initiatives – CIS) accommodate d in Council Plans and Budget Increased Community participation involvement health promo actions strengthened for 45% to 80% June 2026		Involve representative from community HFGc and CHSB to participate in Health promotions activities	% of involvement of representative from community in Health Promotion
D: Quantity and Quality of Social Economic	Environmental Health and Sanitation	Environmental health sanitation and hygiene improved from	Solicit and allocate fund, provide set of prevention and	% Environmental health sanitation and hygiene improved

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
Services and Infrastructure Increased		41% to 60% by June, 2026	control (IPC), Manage environmental hazards to protect community health, Maintain safe food and water	
	Environmental Health and Sanitation	Vector and vermin control measures improved from 75% to 90% by June 2026	long-lasting insecticidal nets, indoor residual spraying, space sprays and larvicides	% of Vector and vermin control measures improved
E: Good Governance and Administrativ e Services Enhanced	Supportive supervision (including cascade system), mentorship and coaching	Organization structures and institutional management at all levels strengthened from 55% to 75% by June 2026	Supportive supervision including Cascade supervision	% Supportive supervision conducted including Cascade
	Community health	Community participation and involvement in health promotion actions to strengthened from 95% to 100% by June 2026	Health Facilities Governing Committee meeting (HFGC) and Council Health Service Board (CHSB) conducted	Number of of (HFGc) and Council Health Service Board (CHSB) Meeting conducted
F: Social welfare, Gender and Community Empowerme nt Improved	Exemptions and waivers of the vulnerable groups in HFs and social protection system	Access to health and social welfare services to vulnerable groups increased from 56% to 80% by June 2026	Sensitize the community, produce identity cards for elderly people,	% of to health and social welfare services to vulnerable groups increased

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	Juvenile, Justices, and Correctional Services Improved	Number of children in conflict with the law reduced from 65% to 35% by June, 2026	Provide education to the community on childcare and including and supporting social welfare to attend all case related to children conflict with the law in the court	Number of children in conflict with law supports by Social welfare
	Care and Support for people with Disabilities improved	Increase support to people with disability from 35% to 65% by June 2026	Provide assertive device to the people with disabilities	Number of peoples with disabilities provided with assertive device
	Care and Support of elderly people improved	Abuse and neglect among elderly people reduced from 60% 40% by June 2026	Provide identity cards for elderly to help access easy health services, Sensitize the community on right of elder	% of Abuse and neglect among elderly people reduced
	Care and Support to Vulnerable groups Improved	Inadequate care and support to vulnerable groups from 65% to 80% by June 2026	Sensitize the community, produce identity cards for elderly people,	% of Care and support to provide to vulnerable groups
F: Social welfare, Gender and Community Empowerme nt Improved	Gender Based Violence (GBV) Services Improved	GBV incidences at all levels reduced from 65% to 45 % by June 2026	Strengthen education to the community on GBV issues,	% of GBV incidences at all levels reduced

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	Increased Knowledge and skills of social welfare Officers and related professionals	Number of social welfare officers and related professionals received trainings increased from 1 to 7 by June 2026	Allocating adequate budget for social welfare officer to attend professional meeting and seminars to increase their skills and knowledge	Number of social welfare officers and related professionals received trainings increased
I: Emergency and Disaster Management Improved	Management of Emergency and Disaster at all level strengthened	Capacity on management of emergency/disast er preparedness and response strengthened from 53% to 70% by June 2026	Staff training on management of emergency/disast er preparedness, Allocating budget for emergence facilities	% of staff trained on emergency/disast er Management
Y: Multi Sectoral Nutritional Services Improved	Improved Maternal, Infant, Young Child and Adolescent Nutrition Practices and Behaviors	Number of adolescents sensitized on nutrition knowledge increased from 50% to 70% by June 2026	Community health education on Nutrition, balance diet, avoid engaging in risk factor behaviors ie. use of tobacco, alcohol etc	% of adolescents sensitized on nutrition knowledge increased
	Increase Coverage of Integrated Management of Acute Malnutrition (MAM) services	Prevalence of Malnutrition and stunting among children reduced from 27% to 18% by June, 2026	Advocacy Pregnant women after delivery to attend clinic for advice on balance diet, and food required for children, Community education on Nutrition foods	Prevalence of Malnutrition and stunting among children reduced

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	Increased micronutrients consumption by Children, Adolescent and Women of reproductive age (15-49)	Increased consumption of Vitamin A to < 5 years children from 90% to 98% by June 2026	Community education on Nutritious foods	% of consumption of Vitamin A increased
	Improved Intake of essential Vitamins and Minerals to meet physiological requirement requirements and prevent deficiency	Proportion of children receiving vitamin A supplementation and deworming increased from 93% to 98% by June 2026	Allocating adequate budget for vitamin A supplementation and, supervision during administering Vitamin A.	Proportion of children receiving vitamin A supplementation and deworming increased

# 4.4.5 Strategic Service Area 5: Pre-Primary and Primary Education Division

This service area will utilize the following strategic objectives to contribute on the achievements of the council five years strategic plan **C**: Access to quality and equitable social services Delivery Improved, **D**: Quantity and Quality of Social Economic Services and Infrastructure Increased and **E**: Good Governance and Administrative services enhanced **Y**. Multi-Sectorial Nutrition Services improved

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Monitoring and evaluation capacitated	Monitoring and evaluation to 136 pre and primary schools ensured by	Facilitate monitoring and evaluation tools and equipment	Number of pre- primary and primary monitored and evaluated

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
		June 2026		
		Awareness to 136 primary schools committee members on monitoring and evaluation created by June 2026	Facilitate capacity building	Number of school committee members capacitated
	Illiterate people reduced.	Enrolment rate of children with official school age in primary education increased from 98% to 100% by June 2026	Sensitize and conduct census of children in 126 villages.	% of enrollment in place
	Pass rate increased	Pass rate increased from 68% to 90% for STD VII and 71.43% to 100% for STD IV by June 2026	Supportive supervision, Organize training and seminars to primary teachers on complex topics. Conducting Mock examination and conducting quarterly evaluation.	% of pass rate of the respective levels attained

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Primary school teachers supported in various expenses.	Facilitate teachers' motivations monthly test exams and endowment students' camp classes by June 2026	Improving teaching and learning environment that appraising and motivating high quality performance and rewarding	Standard seven passing rate
	Standard Seven National Exams facilitated	Standard Seven National Examinations (PSLE) conducted to 136 primary schools by June 2026	Facilitate standard seven National examinations to 136 primary schools	Number of PSLE examination conducted
	Standard Four National Assessment Exams facilitated	Standard four National Examinations (SFNA) conducted to 136 primary schools by June 2026	Facilitate Standard Seven National Examination to 136 Primary school	Number of standard four pupils sat for National Assessment
	Annual leave for primary school teachers and staffs enhanced	Statutory leave for 1,239 primary school teachers and staff facilitated by June, 2026	Facilitate statutory leave benefits	Number of teachers and staffs facilitated with leave fringe benefits
	Moving expenses for primary school teachers and staffs facilitated	Moving expenses for 1,239 primary school teachers and staff facilitated by June 2026	Facilitate statutory moving expenses	Number of teachers and staffs facilitated with moving fringe benefits

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Statutory benefits for primary Education staffs facilitated	Statutory benefits for 50 primary school teachers and staff facilitated by June 2026	Facilitate statutory benefits	Number of staff facilitated
<b>D</b> : Quantity and Quality of Social Economic Services and Infrastructure Increased	Conducive Teaching and Learning Environment ensured	Primary schools' classrooms increased from 1,042 classrooms to 2,293 by June 2026	Improving quality human and fixed assets. Construction, rehabilitation and maintenance of primary school infrastructures	Number classrooms in place
	Conducive Teaching and Learning Environment ensured	School teachers' houses increased from 403 to 1,198 by June 2026	Construction, rehabilitation and maintenance of primary school infrastructures	Number of teachers' house in place
	Conducive Teaching and Learning Environment ensured	Primary school desks increased from 24,321 to 33,748 by June 2026	school furniture.	Number of desks available in primary schools
	Conducive Teaching and Learning Environment ensured	Pit latrines to 136 primary schools increased from 1,516 to 4,581 by June 2026	Construction, rehabilitation and maintenance of primary school infrastructures	Number of pit latrines constructed.

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
Y. Multi-Sectorial Nutrition Services improved	Nutrition services enhanced and established	Nutrition delivery to 136 Primary schools enhanced by June 2026	Sensitization to the community, School Committees, WDCs and; Establishing school feeding programs	Number of primary schools providing lunch to pupils

## 4.4.6 Strategic Service Area 6: Secondary Education Division

This department service area is responsible for the following strategic objectives **C**: Access to quality and equitable social services Delivery Improved, **D**: Quantity and Quality of Social Economic Services and Infrastructure Increased, and **Y**. Multi-Sectorial Nutrition Services improved.

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Access to secondary education enhanced.	450 staffs in 40 secondary schools facilitated with administrative statutory benefits by June, 2026	Creating good working environment, Adequate provision of motivation to teachers.	Number of staff motivated
	Quality of education improved	350 students seat for Form six National examination in 02 secondary schools by June, 2026	Conducting Pre – Mock and Pre – National exams; Facilitate working tools and equipment.	Number of students sat for form six examination

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery	Quality of education improved	3,000 students seat for Form four National examinations in 34 secondary schools by June, 2026	Conducting Pre – Mock and Pre – National exams; facilitate working tools and equipment.	Number of students sat for form four examination
Improved	Quality of education improved	4,000 students seat for Form two National Assessment for 34 secondary schools by June 2026	Conducting Pre – Mock and Pre – National exams; facilitate working tools and equipment	Number of students sat for form two national assessment Examination
	Conducive working environment ensured	Conducive working environment for 550 secondary school teachers ensured June 2026	Facilitate statutory benefits, provide working tools and equipment	Number of teachers supported
	Moving expenses for primary school teachers and staffs facilitated	Moving expenses for 120 secondary school teachers and staff facilitated by June 2026	Facilitate statutory moving expenses	Number of teachers and staffs facilitated with moving fringe benefits
D: Quantity and Quality of Social Economic Services and Infrastructure Increased	School infrastructure for basic education increased	Pit-latrines in secondary schools increased from 332 to 820 by June 2026	Community sensitization; Facilitate construction.	Number of latrines in place
	Conducive Teaching and	Classrooms in secondary	Community sensitization;	Number of classrooms in

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
	Learning Environment improved	schools increased from 439 to 738 by June 2026	Facilitate construction.	place
	Quality buildings and infrastructure constructed and renovated	120 Laboratory rooms in secondary schools constructed by June 2026	Community sensitization; Facilitate construction.	Number of laboratory rooms constructed
Y. Multi - sectorial Nutrition services improved	Increased processing, value addition and consumption of nutrient dense/rich food	Enhancement of nutrition delivery in 40 secondary schools by June 2026	Sensitization to the community, School Committees, WDCs and; Establishing school feeding programs.	Number of schools facilitated Nutrition services.

## 4.4.7 Strategic Service Area 7: Community Development Division

This service area will contribute to the council's five years' strategic plan and other national and global planning framework through implementation of the following strategic objectives A: Services Improved and HIV/AIDS Infection Reduced, E: Good Governance and Administrative Services Enhanced, F: Social Welfare, Gender and Community Empowerment Improved and H: Local Economic Development Coordination Enhanced.

Strategic Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
A: Services	Increased care	Income	Facilitate	Number of
Improved and	and support	generating	Sensitization	PLHIV groups
HIV/AIDS	for family and	activities groups	Meeting	supported
Infections	child infected	among HIV		
Reduced	and affected	vulnerable		
	by HIV and	groups		

Strategic	Service	Targets	Strategies	Key
<b>Objectives</b>	Outputs			Performance
				Indicators
	AIDS	established and strengthened by June 2026		
E: Good Governance and Administrative Services Enhanced	Conducive working environment improved.	Working environment for 30 Community Development staff facilitated by June 2026	Statutory benefits facilitated, Working tools provided, Meetings and trainings facilitated	Number of Community Development staff facilitated.
F: Social welfare, Gender and Community Empowerment Improved	Youth, Women and People with disabilities support improved	Access to capital for 40 women economic groups, 40 youth economic groups, and five (5) people with disability groups ensured by June 2026.	Allocate budget, facilitate formation of income generating groups, conduct capacity building, facilitate groups with soft loans	Number of economic groups supported
	Community income increased	Stakeholder participation in community development project enhanced and sustained in 26 wards by June 2026	Coordinate implementing partners, Supportive supervision, Develop implementing partners data base	No of wards reached
	Social protection to vulnerable community	Relief Assistance to PSSN households	Relief assistance through TASAF ;Facilitate Sub	Number of households supported

Strategic	Service	Targets	Strategies	Key
Objectives	Outputs			Performance
				Indicators
	members	ensured in 126	projects	
	enhanced	villages by June	implementation	
		2026		
	Improved	Sensitization	Awareness	Number of
	prevention and	meeting on GBV	Campaign;	villages reached
	response	and child	Formulate and	Villages readired
	services on	protection to 26	strengthen	
	GBV	wards conducted	children Baraza	
		by June 2026	omaron baraza	
H: Local	Community	People	Community	Number of
economic	Participation	participation in	involve , use	villages with
Development	and Sense of	development	improved O &	development
Coordination	ownership	project	OD tool for	plan
Enhanced	increased	maintained at	planning,	
		100% by June	capacity	
		2026	building to	
			facilitators &	
			leaders	

### 4.4.8 Strategic Service Area 8: Planning and Coordination Division

This service area is responsible for implementing the following strategic objectives C: Access to Quality and Equitable Social Services Delivery Improved, E: Good Governance and Administrative Services Enhanced, H: Local Economic Development Coordination Enhanced and Y: Multi-Sectorial Nutrition Services Improved. Through these strategic objectives the service area will contribute to the 10 Shinyanga District Council strategic issues identified in this strategic plan by coordinating all sectors towards realization of the expected ultimate results by June 2026.

Strategic	Service	Targets	Strategies	Key
Objectives	Outputs			Performance
				Indicators
C. Access,	Monitoring and	Monitoring and	Site visiting,	Number of
quality and	Evaluation of	evaluation of	resources	projects
equitable	Development	development	mobilization;	monitored and
social service	projects	projects to 26	quarterly	evaluated
delivery	improved	wards	monitoring,	
improved		implemented by	report	
		June 2026	preparation	
		Preparation of	Establish	Number of
		timely	proper M&E	Reports timely
		Monitoring and	system.	submitted
		Evaluation		
		reports of		
		development		
		projects		
		ensured by		
		2026		
	Management of	Collection,	Accurate	Council
	information	analysis and	statistical data	statistical
	systems	reporting of	collected and	database and
	enhanced	Council's	reported timely	Council profiles
		information		in place
		enhanced by		
		2026		
E: Good	Conducive	Conducive	Statutory	Number of staff
Governance	working	working	benefits	facilitated.
and	Environment	environment to	facilitated;	
Administrative		eight (8) staff	Working tools	
Services		for Planning	provided,	
Enhanced		and	Meetings	
		Coordination	conducted and	
		Division	trainings	
		ensured by	facilitated	
		June, 2026		

Strategic Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	Participatory Planning and Budgeting conducted	Participation of 126 villages in budget preparation, implementation and monitoring enhanced by June 2026	Community sensitization; Identification of community priorities	Percentage of community priorities accommodated in council plan and budget.
H. Local Economic Development Coordination enhanced	Resources allocation and utilization process shared among beneficiaries	All 126 villages facilitated to initiate and implement projects under improved O&OD approach by June 2026	Capacitating ward-based facilitators on implementing projects under improved O&OD	Number of community initiatives identified
	Projects implementation and reporting mechanism strengthened	Nine (9) social service project proposals prepared and submitted by June 2026	Preparation of Project Proposal; Information sharing; coordinating forums with stakeholders;	Number of social service project proposals prepared
I: Emergence and Disaster Management Enhanced	Management of emergency and disaster at all levels strengthened	Risk Register and Frame Work prepared and reviewed by June 2026	Fund allocation; Training on risk management	Number of staffs trained on risk management and disaster preparedness.
Y: Multi- Sectorial Nutrition Services Improved	Improved effectiveness and efficiency of nutrition governance	Multi sectoral Nutritional Plans and Budget Coordinated by June 2026	Funds allocation; Monitoring and Evaluation	Percentage of Council budget allocated for Nutrition Services

## 4.4.9 Strategic Service Area 9: Agriculture, Livestock and Fisheries Division

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives: C: Access to Quality and equitable social services delivery improved; D: Quantity and Quality of Social Economic Services and Infrastructure Increased; G: Emergency and Disaster Management improved.

Strategic	Service	Targets	Strategies	Key
Objectives	Outputs		ou alogico	Performance
	o an parto			Indicators
C. Access to	Food security	Area under	Facilitate use of	Number of
Quality and	enhanced	crops	improved Seed,	cultivated Ha in
Equitable		cultivation	conduct training to	place
Social		increased	farmers, enhance the	p.6.00
Services		from 164,691	use of Good	
Delivery		Ha to	Agricultural Practices	
Improved		169,722 Ha	(GAP)	
'		by June		
		2026		
	Reliable data	Availability of	Capacity building,	Availability of
	base for	reliable	provide working tools,	instant and
	Agriculture	agriculture	digital data base and	reliable
	activities	data for	transport	agriculture
	planning	decision		data.
		making		
		annually		
		ensured by		
		June 2026		
	Agriculture	Agriculture	Facilitate conducive	Number of
	extension	extension	working environment	Agriculture
	services	services	to Agriculture	Extension
	improved	improved in	Extension Officers	Officers
		126 villages		facilitated.
		by June		
		2026		
	Crop	Area under	Facilitate	Number of
	production	irrigation	establishment of new	irrigated Ha in
	increased	increased	irrigation scheme as	place
		from 1,729	well as improving the	

Strategic	Service	Targets	Strategies	Key
Objectives	Outputs			Performance Indicators
		Ha to 3,200 Ha by June 2026	existing ones.	
	Livestock extension services improved	Livestock extension services improved in 126 villages by June 2026	Facilitate conducive working environment to Agriculture Extension Officers	Number of Livestock Extension Officers facilitated.
	Livestock production and productivity increased	Processing of livestock products (Milk, Hides and skin and Meat) increased from 20 % to 60% by June 2026	Awareness campaign; Resource mobilization; Information sharing.	Number of livestock products marketed.
	Prevalence of livestock diseases controlled	294,000 doses of vaccines facilitated by June 2026	Procurement of Different livestock vaccine; awareness campaign on dipping; Engage private sector.	Number of doses vaccines facilitated
	Prevalence of livestock diseases controlled	Dipping of 433,543 Livestock facilitated by procuring of 1584 liters of dips by June 2026	Awareness campaign on dipping; Mobilizing fund; Engage development partners	Number of dipped livestock.

Strategic Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	Livestock data collection and reporting system strengthened.	Livestock data collection and reporting system facilitated by June 2026	Capacity building, provide working tools, digital data base and transport	Availability of instant and reliable livestock data.
		Livestock traceability conducted by June, 2026.	Conducting awareness campaign on livestock identification, registration and traceability to all livestock keepers	Number of livestock registered.
D. Quantity and Quality of Social Economic Services and Infrastructure Increased	Crop productivity increased	Agricultural Input to 18,213 farmers provided by June 2026	Facilitate solicitation of farmers input, Provide training to farmers	Number of farmers provided with agricultural input
		600 Ha of land to be owned by district by June 2026	To acquire 150Ha of land every financial year	Number of Ha owned by District in place
		Irrigation scheme increased from 01 to 05 by June 2026	Resource mobilization.	Number of improved irrigation scheme in place
	Livestock Infrastructure Improved	Four (4) livestock infrastructure constructed by June	Mobilize resources; community sensitization	Number of livestock market constructed

Strategic	Service	Targets	Strategies	Key
<b>Objectives</b>	Outputs			Performance
				Indicators
		2026		
	Livestock	Twelve (12)	Mobilize resources;	Number of
	Infrastructure	livestock	community	livestock
	Improved	infrastructure	sensitization	infrastructure
		rehabilitated		rehabilitated
		by June		
	1	2026	NA 1 12	N
	Livestock	One (1) Milk collection	Mobilize resources;	Number of Milk
	Infrastructure	center at	community sensitization	collection centers
	Improved	Solwa ward,	Serisiuzauori	constructed.
		constructed		constructed.
		by June		
		2026		
E: Good	Conducive	Conducive	Statutory benefits	Number of staff
Governance	working	working	facilitated, working	facilitated.
and	Environment	environment	tools provided,	
Administrative		to staff for	Meetings conducted	
Services		Agriculture,	and trainings	
Enhanced		Livestock	facilitated	
		and		
		Fisheries		
		Division		
		ensured by June, 2026		
G:	Agricultural	Warehouses	Mobilize resources;	Number of
Emergency	infrastructures	increased	community	warehouses in
and Disaster	improved	from 150 to	sensitization	place
Management	r	189 by June		
improved		2026.		
Y: Multi –	Processing	Household	Community	Number of
sectorial	value addition	sensitized on	sensitization; conduct	villages
Nutrition	and	the	capacity building.	facilitated.
Services	consumption	importance		
Improved	of nutrient	of		
	dense/rich	consuming		

Strategic Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	food increased	nutrient dense food increased from 40% to 60% by June, 2026		

# 4.4.10 Strategic Service Area 10: Finance and Accounts Unit

This strategic service area is responsible for implementation of the following strategic objective E: Good Governance and Administrative Services Enhanced. The service area will contribute to the achievement of the council strategic issues as the service Division.

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicators
C:Access to	Own source	Council own	Introducing	% of revenue
Quality and	revenue	source revenue	new	increased
Equitable	collection	collection	collection	
Social	improved	increased from	mechanisms;	
Services	'	75% to 90% by	Educate tax-	
Delivery		June 2026	payers on	
Improved			voluntary	
			compliance	
			to pay taxes,	
			levies and	
			fees;	
			Ensure	
			availability of	
			transport and	
			other working	
			tools;	
			Identify new	
			revenue	
			sources	
			given the	
			available	
			opportunities;	
			Recruit	
			competent	
			revenue	
			collectors;	
			Motivate	
			staff;	
			Study tour to	
			other	
			councils;	
			Prioritizing	
			revenue	
			collection	
			through	
			involvement	

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicators
			and setting targets to all Division and Units;	
			Conducting monthly meetings to evaluate the performance of each revenue source; Review revenue collection	
E: Good Governance and Administrative Services Enhanced	Conducive working environment ensured	Conducive working environment to 14 staff under Finance and Accounts Unit ensured by June 2026	structure. Facilitate working tools and equipment; Facilitate statutory benefits.	Number of staff facilitated.
	Transparency and Accountability Maintained	Council financial statements/reports timely prepared and maintained by June 2026	Facilitate capacity building	Council financial statements/reports in place

## 4.4.11 Strategic Service Area 11: Legal Services Unit

Strategic Objectives	Service Output	Target	Strategies	Key Performance Indicators
E. Good Governance and Administrative Services Enhanced	Legal Services Enhanced	Cases against the Council reduced from 21 to 05 by June 2026	Allocating enough funds for attending cases in the court of Law	Number of cases reduced
	Legal Services Enhanced	Capacity of 26 Ward Tribunals strengthened by June 2026	Training	Number of ward Tribunal strengthened
		Council bylaws for revenue Collection reviewed and enacted by June 2026	Allocating enough funds for legislation process of bylaws	Number of bylaws reviewed and enacted
E: Good Governance and Administrative Services Enhanced	Conducive working Environment improved	Conducive work environment to three (3) staffs of Legal Services Unit improved by June 2026	Facilitate working tools and equipment; Facilitate statutory benefits	Number of staff facilitated.

## 4.4.12 Strategic Service Area 12: Internal Audit Unit

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
E: Good Governance and Administrative Services Enhanced.	Assurance of Internal Controls Systems for financial management Enhanced	Real time audit and value for money audit up to 90% on completed and up to 80% on ongoing projects conducted by June 2026.	Reviewing contractual terms and condition and physical execution of projects	Number of projects audited
	Assurance of Internal Controls Systems for financial management Enhanced	126 Village councils, 136 Primary schools, 32 Secondary Schools, 35 Health facilities, 4 Health Centres, 1 Council Hospital, 134 YDF, WDF and people with disability economic groups audited by June 2026.	Allocate fund in annual plan and budgets	Number of projects and economic groups audited
E: Good Governance and Administrative Services Enhanced.	Assurance of Internal Controls Systems for financial management	Risk Based Audit executed quarterly by June 2026.	Allocate funds to annual plan and budget for high- risk projects and activities	Audit reports in place

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	Enhanced			
	Assurance of Internal Controls Systems for financial management Enhanced	Council Clean Audit Report Acquired annually by 2026.	Ensure compliance to financial, procurement act and regulations of public funds; Development projects inspected; Quality of financial statements maintained.	Unqualified opinion obtained
	Qualified skilled staffs increased	Administrative Support to Internal Audit Staff provided by June, 2026.	Prepare training needs, Attend short courses on system Audit	Number of trainings attended
E: Good Governance and Administrative Services Enhanced.	Administrative Support to Internal Audit Staff.	Conducive Working Environment to 2 Staff improved by June 2026.	Facilitate working tools; Statutory benefits; Attend training and short courses on system Audit.	Number of staff facilitated

# 4.4.13 Strategic Service Area 13: Government Communication Unit

Strategic Objective	Service Output	Target	Strategies	Key Performance
				Indicator
E: Good	Governance,	Government	Capacity	State of
Governance	leadership and	Communication	building to	government
and	management	Protocols in	Council	communication
Administrative	information	Council's 9	division and	protocols in
Services	system	Divisions and 9	unit	place
Enhanced	effectively	Units Enhanced		
	implemented	by June 2026		
	Exhibition	Council	Prepare	Number of
	services	attendance in	exhibition	exhibitions
	enhanced	nationally	materials,	attended
		exhibitions	facilitate	
		ensured	exhibition	
		annually by	attendance	
		June 2026		
	Government	Government	Create	Number of
	communication	communication	awareness,	wards and
	protocols	protocols in 26	provide	villages
	enhanced and	wards and 126	capacity	capacitated
	sustained	villages	building	
		enhanced by		
		June 2026		
	Access of	Access to	Establishing	Broadcasting
	multimedia	information	Council	center
	systems	within and	broadcasting	innovated
	improved	outside the	center;	
		Council	Information	
		increased by	accessibility	
		June 2026	through	
			website.	

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicator
	Conducive	Conducive	Facilitate	Number of staff
	working	working	working tools;	facilitated.
	environment	Environment of	Facilitate	
	improved	staff under GCU	statutory	
		unit enhanced	benefits	
		by June 2026		

## 4.4.14 Strategic Service Area 14: Procurement Management Unit

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
E: Good	Transparence	Public	Conduct Training;	Number of
Governance	and	procurement	Monitoring and	divisions,
and	Accountability	procedures	supervision;	units, wards
administrative	maintained	to 9 divisions,	Adherence of PPRA	and villages
Services		9 Units, 26	guideline.	trained.
Enhanced		Ward and		
		126 villages		
		adhered and		
		strengthened		
		by June 2026		
		85 Public	Prepare	Number of
		notifications	advertisements;	notifications in
		on	Notify the stake	place
		procurement	holders	
		events		
		enhanced by		
		June, 2026		
	Conducive	Conducive	Facilitate working	Number of
	working	working	tools; Facilitate	staff facilitated.
	environment	environment	statutory benefits	
	improved	for three (3)		

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
		PMU staff improved by June 2026		

# 4.4.15 Strategic Service Area 15: Information Communication Technology Unit

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan; C: Access to Quality and Equitable Social Services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased, E: Good Governance and Administrative Services Enhanced and I: Emergence and Disaster Management Enhanced

strategic objective	service output	Target	strategies	key performance indicator
C: Access to Quality and Equitable Social Services Delivery Improved	Data dissemination to different users enhanced	Local Area Network (LAN) at the Council Headquarters and Health facilities built and maintained by June 2026.	Allocate funds in council's annual plans and budgets	Local Area Network infrastructure built and maintained
	Access of multimedia systems improved	Adequate internet bandwidth to meet Council needs provided and maintained by June 2026.	Allocate funds in council's annual plans and budgets	The state of internet bandwidth in place
		Communication facilities - Video Conference System and Electronic Notice boards installed by June 2026.	Allocate funds in council's annual plans and budgets	Video conference system and electronic notice boards in place

strategic objective	service output	Target	strategies	key performance indicator
D: Quantity and Quality of Social Economic Services and Infrastructure Increased	ICT infrastructure Improved	IT efficient systems to support ease of doing business facilitated by June 2026.	Allocate funds in council's annual plans and budgets	IT efficient systems in place
	ICT infrastructure Improved	Dynamic database driven Council website developed and implemented by June 2026.	Consult expert and allocate funds	Database driven Council website in place
		Telephone system that embraces VOIP technology upgraded by June 2026.	Allocate funds in council's annual plans and budgets	Telephone system that embraces VOIP technology in place
		Communication system at Shinyanga District improved annually by June 2026	Install LAN to all Divisions/ Units Protect; Computer Software from Virus in all Divisions and Units	State of communication systems in place
		District broadcasting center established by June 2026	Solicit fund, secure consent; Allocate funds in council's annual plans and budgets	Broadcasting center in place
I: Emergence and Disaster Management Enhanced	Management of emergency and disaster at all levels strengthened	Policy and standards on ICT developed and implemented by June 2026	Consult expert on ICT policy and standards	Policy and standards in place

strategic objective	service output	Target	strategies	key performance indicator
	Management of emergency and disaster at all levels strengthened	Policy and standards on ICT developed and implemented by June 2026	Consult expert on ICT policy and standards	Policy and standards in place
	ICT Business Continuity	ICT data recovery and backups Facilities; genuine anti-virus programs; and drivers Operating systems procured and installed by June 2026.	Allocate funds in council's annual plans and budgets	Existence of ICT data recovery and backups facilities; genuine antivirus programs; and drivers Operating systems.
	Management of emergency and disaster at all levels strengthened	CCTV Surveillance System; and Biometric Access Control Systems Applications procured and installed by June 2026.	Allocate funds in council's annual plans and budgets	Number of CCTV Surveillance System; and Biometric Access Control Systems
E: Good Governance and Administrative Services Enhanced	Conducive working environment improved	Conducive working Environment to three (3) staff under ICT Unit enhanced by June 2026	Facilitate working tools; Facilitate statutory benefits and Refresher training.	Number of staff facilitated.

# 4.4.16 Strategic Service Area 16: Natural Resources and Environment Conservation Unit

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased

Objectives	Service outputs Targets		Strategies	Key performance indicators	
E: Good Governance and Administrative Services Enhanced	Conducive working environment improved	Working environment of six (6) staffs for Natural Resources and Environmental Conservation Unit ensured by June 2026	Facilitate working tools; Facilitate statutory benefits.	Number of staff facilitated.	
G: Management of Natural Resources and Environment Improved	Community awareness on environmental protection and natural resources conservation improved	New community-based forest reserves in 10 villages established by June 2026	Allocate funds in council's annual plans and budgets	Number of CBFR in place	
	Community awareness on environmental protection and natural resources conservation improved	Community awareness on environmental protection and natural resources conservation improved from 20% to 75% by June 2026	Provide conservation education in villages general assembly	% of villages reached.	

Objectives	Service outputs	Targets	Strategies	Key performance indicators
	Production of honey and other bee products (beeswax, royal jelly, pollen, brood, propolis) enhanced	Honey production increased from 1.5 tons to 1.7 tones by June 2026	Promote production, quality and safety of bee products	Tones of honey bee product increase in place
	Honey productivity increased	Beeswax production increased from 0.8 tons to 0.81 tones by June 2026	Community sensitization: Provide capacity building	Tones of beeswax produced.
	Honey/beeswax products processing and addition value increased	33 beekeeper groups and individual stakeholders trained on best beekeeping practices annually by June 2026	Conduct training	Number of beekeeper groups and individual stakeholders trained.
	Beekeeping data collection and reporting system	Management plans for 2 apiaries developed and operating by June 2026	Promote conservation and management of honey bees, bee fodder and their habitats.	Number of apiaries developed and operationalized
	Awareness of community on climate change	Natural regeneration (Ngitiri system) and forestry managed by June 2026	Promote conservation of reserved forestry and natural regeneration for future generation	Number of reserved forest and natural regeneration in place

Objectives	Service outputs	Targets	Strategies	Key performance indicators
	Awareness of community on climate change	Implementation and monitoring of National Tree Planting Campaign of planting 1.5m trees annually by June 2026.	Facilitate conservation education and Promote establishment of trees nurseries	Number of trees planted

## 4.4.17 Strategic Service Area 17: Waste Management and Sanitation Unit

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives, C: Access to Quality and Equitable Social Services Delivery Improved and D: Quantity and Quality of Social Economic Services and Infrastructure Increased

Objectives	Service	Targets	Strategies	Key	
	Outputs			Performance	
				Indicators	
E: Good	Conducive	Working	Facilitate working	Number of	
Governance	working	environment	tools; Facilitate	staff	
and	environment	of three (3)	statutory benefits a.	facilitated.	
Administrative	improved	staff for			
Services		Waste			
Enhanced		Management			
		and Sanitation			
		Unit ensured			
		by June 2026			

Objectives	Service	Targets	Strategies	Key
	Outputs			Performance
				Indicators
G.	Environmental	Environmental	Allocate fund;	Rate of
Management	Cleaning	Management	Strengthening	cleanness
of Natural	Improved.	and Cleaning	environmental clubs	improvements.
Resources and		improved from	in schools;	
environment		40% to 65%	Establishment of	
sustained.		by June 2026	temporary dumpsite;	
			Enforcing	
			environmental laws;	
			Construction of	
			Dumpsite;	
			Procurement of	
			Sanitary Equipment	
	Cesspit	Cesspit	Allocate fund,	Rate of
	emptying	emptying	procure one cesspit	improvement
	service	service	emptying vehicle,	in place
	improved.	improved from	and employ casual	
		20% to 40%	laborers.	
		by June 2026		
	Solid waste	Enforcement	Allocate fund;	%
	collection and	of	Refresher training to	improvement
	transportation	Environmental	law enforcers	in place
	to final	laws and its		
	disposal	regulations		
	service	improved from		
	improved	40% to 75%		
		by June 2026		
	Prepare	Timely	Allocate fund,	% of
	periodic	preparation of	conduct refresher	improvements
	reports on	periodic	training.	in place
	state of the	reports on		
	environment	state of the		
	improved	environment		
		improved from		
		55% to 85%		
		by June 2026.		

# 4.4.18 Strategic Service Area 18: Sports, Culture and Arts Unit

Strategic Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
E: Good Governance and Administrative Services Enhanced	Sport, Culture and Arts in the Community promoted	Sports, Culture and Arts in 26 wards promoted by June 2026	Nurturing people with talents and link with key stakeholders; Organize diverse range of sporting activities at Ward and Council level; Preservation of areas allocated for sports and recreation purposes; Monitoring sports, culture and arts events; Coordinate and organize schools' sports, culture and arts events in the Council.	Number of Sports, Culture and Arts coordinated.
	Conducive working environment improved	Working environment of staff for Sports, Culture and Arts Unit ensured by June 2026	Facilitate working tools; Facilitate statutory benefits.	Number of staff facilitated.

#### HAPTER FIVE

# IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS, ASSUMPTIONS AND RISK MANAGEMENT PLAN

#### 5.1 Overview

This chapter outlines the implementation, monitoring and evaluation (M&E) of the Shinyanga District Council Strategic Plan. Also, it features review framework and assumptions that should be taken into consideration for sustainability of the intended impacts. It presents a review mechanism to monitor the progress and appraise outcomes compared to the original objectives, targets and expected results.

### **5.2 Implementation**

The Shinyanga District Council Management Team (CMT), staff and the community at large is charged with the implementation of this strategic plan and the District Planning and Coordination Officer (DPCO) shall coordinate activities related to the implementation of the Strategic Plan. The implementation will be done through annual plans and budgets where Divisions and Units shall prepare their plans and budgets in line with the SHYDC wide strategic plan. Planning and Coordination Division on the basis of individual Units and Divisions will prepare council level annual work plan (operational plan) to guide the implementation of the district council strategic plan annually. Clearly, the annual operational plan will show all the activities to be implemented by each division and unit within a particular year.

#### **5.3 Monitoring**

Monitoring reports at all levels (Divisions and Units) will comprise:

- i. A narrative Strategic Plan implementation report prepared every three/six month.
- ii. Contents of the narrative report will include but not be limited to:
  - a) An extract of the respective SP showing in summary form the approved Strategic Objectives, Service Output, Targets and Strategies;
  - b) An approved Operational Plan for the year under reporting;
  - Achievements in terms of actual outputs versus the planned activities and outputs in the operational plan. Achievements should reflect both the qualitative and quantitative achievements;
  - d) Constraints in the implementation of the Strategic Plan and any internal and external factors which affected implementation; and
  - e) Proposed remedial actions and the way forward for solving the problems faced, indicating clearly the planned activities to be carried out in the next period (three/six months, or one year depending on the nature of the report);

## **Quarterly progress report matrix on strategic plan implementation**

		get			7	fund	Remarks-explaining any
S/N		targ			fund	fu	variance between the
	ပေ စ	ed t	S	<b>–</b> 0	b		expected and actual
	egi tiv		ned tie	lized	ete	<u></u>	situation and
	Strategic objective	sig	Planned activities	Realized	Budgeted	Actual spent	recommendations
	Sti	As	Pla	Re ac	Bı	Ac sp	
	A:		001				
		01	002				
			001				
		02	002				

#### 5.4 Evaluation

There will be two types of evaluation of the strategic planning process at SHYDC; one every two and a half years using internal evaluators, and the other once every five years using an external evaluation team working with internal evaluators. Prior to the coming of the external evaluators the internal evaluators will have to give their opinion on the progress of implementation of the Strategic Plan, the basis on which the external evaluators would wish to validate.

The internal and external evaluations will have similar Terms of Reference that aim at;

- i. Weighing the reasons for the success or failure of specific aspects of the Strategic Plan;
- ii. Assessing whether the Strategic Plan is achieving its objectives;
- iii. Finding out whether the effects of the Strategic Plan are contributing to a better fulfillment of the Mission and Vision of SHYDC; and
- iv. Establishing whether Shinyanga District Council mobilize and utilize adequate resources to achieve the targets;

The evaluation reports will be discussed at all levels at the biannual progress meetings. The recommendations adopted will be implemented and included in the revised Strategic Plan. It should be noted that in both monitoring and evaluation ownership and participation of the stakeholders will be highlighted in order to improve the future plans.

#### 5.5 Review

The plan is designed for the duration of five (5) years to allow a formal review during the Strategic Planning Cycle. However, SHYDC may up on unavoidable circumstances carry out minor annual/mid-term reviews. The reviews will be tracking progress on implementation of the milestones and targets on semiannual and annual basis.

The reviews will focus on determining whether the planned activities are moving towards achieving the planned targets and will find out whether they are on track, off track, unknown or at risk. In addition, the reviews will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of divisions and units will take a lead in the review process.

During the second year (2023/24) there shall be a medium review and a major plan review after five (5) years. Additionally, the reviews to be conducted during the fifth-year focus on determining whether the planned outputs over the five years period have been achieved against the indicators, and if not, what could have been the reasons for the under achievement. The review will also assess as to what extent the achieved targets have contributed towards achievement of five (5) years outcomes as well as issues, challenges and lessons learnt over the Five (5) years period.

The District Executive Director will take a lead in the review process on the completion of the strategic plan cycle.

#### 5.6 Preconditions

The success of the Shinyanga District Council Strategic Plan 2021/22-2025/26 depends on the major preconditions which are: -

- a) Availability of sufficient and skilled staff;
- b) Availability of working tools;
- c) Consistence government by-laws and guidelines;
- d) Consistence government subventions; and
- e) Revenue collected as per plan;

## 5.7 Risk Management Plan

Shinyanga District Council under the coordination of the responsible risk management focal person in collaboration with Internal Audit Unit and District Planning and Coordination Officer will develop Risk Management Plan. The Risk Management Plan will spell out possible risks under each target developed in the Strategic Plan in every strategic service area. The Risk Management Plan will articulate possible impacts and mitigation measures as well as responsible person and stakeholders.

### **Example of Risk Management Plan Matrix**

Identified risk	Impact on project	L	С	R	Risk management plan (mitigation measures)	Responsible person
Gender and disability not effectively mainstreamed in leadership	Decision making may compound current inequalities, contribute to further problems	4	3	2	All decision making made with GoT agencies and other stakeholders will consider gender and disability as Cross cutting issues.  •All staff and sub -contractors engaged on Partnership supported activities will be briefed on key gender equity	HoD/Unit, and Other stakeholders

#### **KEYS:**

- L= Likelihood (5=almost certain, 4=likely, 3=possible, 2=unlikely, 1=rare);
- C= Consequences (5=severe, 4=major, 3=moderate, 2=minor, 1=negligible);
- R=Risk Level (5=extreme, 4=very high, 3=high, 2=medium, 1=low)