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PRESIDENT'S OFFICE

**REGIONAL ADMINISTRATION AND LOCAL
GOVERNMENT**

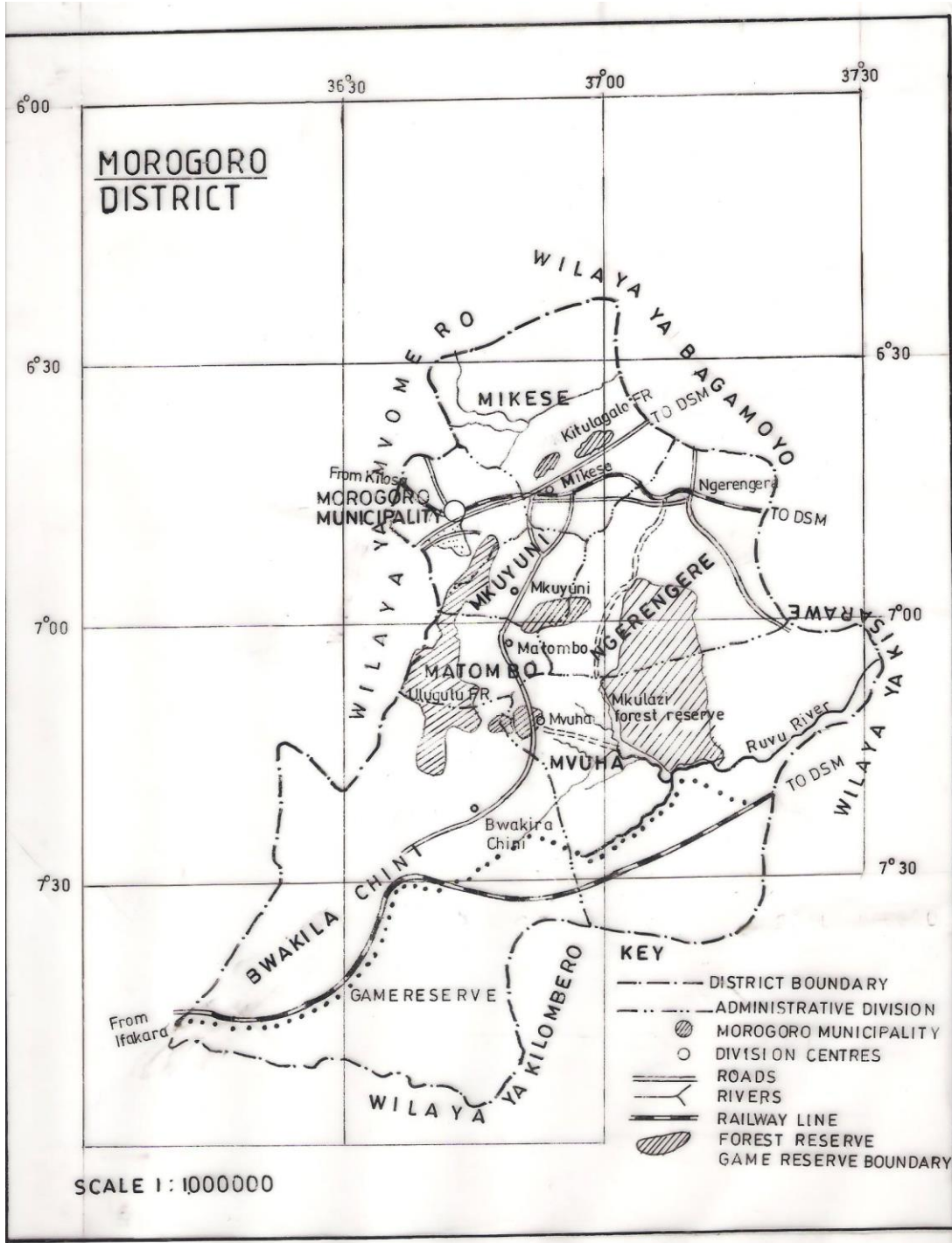
**MOROGORO DISTRICT COUNCIL
THE COUNCIL FIVE YEAR DEVELOPMENT PLAN
2016/2017 – 2020/2021**

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MOROGORO.

June, 2016





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LIST OF ABBRIVIATIONS

ARI	Acute Respiratory Infection
BoQs	Bills of Quantities
BRELA	Business Registration and Licensing Authority
CARP	Central Area Redevelopment Plan
CBD	Central Business District
CBOs	Community Based Organizations
CCM	Chama cha Mapinduzi
CCRO	Customer certificate of right of occupancy
CHF	Community Health Fund
CG	Central Government
COBET..	Community Based Education in Tanzania
D by D	Decentralization by Devolution
DDC	District Development Corporation
DCC	District Consultative Committee
DED	District Executive Director
EMIS	Environmental Management Information System
FBOs	Faith Based Organizations
FDC	Folk Development Centre
FFS	Farmer Field School
FFU	Field Force Unit
FMD	Foot and Mouth Disease
GIS	Geographical Information System
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
HIV/STI	Human Immunodeficiency Virus/Sexually Transmitted Disease
HoD	Head of Department
HRIS	Human Resource Information System
ICBAE...	Integrated Community Based Adult Education
IEC	Information, Education and Communication
IMCI	Integrated Management of Child Illness
ICT	Information and Communication Technology
IPSAS	International public standard accounting system
IT	Information Technology
ITS	Information, Technology and statistic centre
KRA	Key Result Areas



LA	Land Administration
LAN	Local Area Network
LAPF	Local Authority Provident Fund
LITI	Livestock Training Institute
LGA	Local Government Authority
LGMD	Local Government Monitoring Database
LGRP	Local Government Reform Programme
LRMS	Land Rent Management System
LS	Land Survey
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MDAs	Ministerial Departments and Agencies
MEMKWA	“Mpango wa Elimu ya Misingi kwa Walioikosa” Mkakati wa Kukuza Uchumi na Kupunguza Umaskini
MKUKUTA	Tanzania
MDC	Morogoro District Council Council
MMOH	Morogoro Medical Officer of Health
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MVCs	Most Vulnerable Children
NGO	Non Governmental Organization
NHC	National Housing Corporation
NHIF	National health insurance fund
NHP	National Health Policy
NSGRP	National strategy for the growth and reduction of poverty
NSSF	National Social Security Policy
NWP	National Water Policy
O&OD	Opportunities and Obstacles to Development
OPRAS	Open performance review appraisal system
PEDP	Primary Education Development Program
PEST	Political, economical, social and technological
PER	Public Expenditure Review
PFM	participatory forestry management
PLANREP	Planning and Reporting
PLWHA	People Living with HIV/AIDS
PMTCT	Prevention of Mother to Child Transmission



PMU	Procurement Management Unit
POM-RALG	Prime Minister's Office – Regional Administration and Local government
PTB	Pulmonary Tuberculosis
PPR	Public procurement Regulatory authority
RA	Regional Administration
R & D	Research and Development
RA _s	Regional Authorities
RMO	Regional Medical Officer
RVF	Rift Valley Fever
SACCOS	Savings and Credit Cooperative Society
SEDP	Secondary Education Development Program
SELF	Small Entrepreneur Loan Facility
SMART	Specific, Measurable, Attainable, Realistic, Time Frame
SP	Strategic Planning
STD	Sexual Transmitted Diseases
SUA	Sokoine University of Agriculture
SUDP	Strategic Urban Development Plan
SWOT/C	Strengths, Weakness, Opportunities and Threats/Challenges
TACAIDS	Tanzania Commission for AIDS
TASAF	Tanzania Social Action Fund
TB	Tuberculosis
TBA	Traditional Birth Attendants
TDV	Tanzania Development vision
TGNP	Tanzania Gender Networking Program
TOT	Training of Trainers
TP	Town Planning
TRA	Tanzania Revenue Authority
TTCs	Teachers Training Colleges
TTP	Tanzania Trade Policy
UMATI	Uzazi na Malezi Tanzania
UTI	Urinary Tract Infection
US\$	United States of America Cuurency
VEO	Village Executive Officer
VETA	Vocational Education and Training Authority



WAN	Wide Area Network
WCST	Wildlife society of Tanzania
WEO	Ward Executive Officer
WMA	Wildlife management areas
ZRT	Zonal Reform Team



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The process of developing this five years council Strategic Plan has been possible through joint efforts of various stakeholders.

I would like to express my thanks to Council strategic plan Secretariat for coordinating the preparation of this Plan. Similarly I would like to extend my special appreciation to Mr Paul Michael Nandrie from WAJIBIKA project for his guidance and advice for facilitating the development of this document.

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To all, I say thank you!



PREFACE

Introduction:

Morogoro District Council has been in the forefront in developing its own plans and implementing successful. Such plans have been drawn in line with national plans and program especially those which foster equitable and sustainable development. One of the National strategies which the Council has strongly embarked on is National strategy for economic Growth and Reduction of Poverty (NSGRP popularly known in Kiswahili as “Mpango wa Kukuza Uchumi na Kupunguza Umaskini Tanzania (MKUKUTA). MKUKUTA II (2010 – 2016) like MKUKUTA I (2005 – 2009) spell out three major clusters that the Council has to reckon with in order to reduce poverty namely:

- i) Growth and income Poverty Reduction
- ii) Improved Quality of Life and Social Well Being.
- iii) Good Governance and Accountability.

In order to make MKUKUTA II a reality, the Council through its decision making machinery and in collaboration with its stakeholders have analyzed the pressing needs of the people and decided jointly on social – economic interventions to undertake.

More broadly, Morogoro District Council as agent of change and instrument of social, economic and cultural development has the obligation of fulfilling the following functions.

- a) To maintain and facilitate peace, order and good governance within its area of jurisdiction;
- b) To promote the social welfare and economic well being of Morogoro residents.
- c) To take necessary measures to protect and enhance the environment in order to promote sustainable development.
- d) To give effect to the meaningful Political, Financial and Administrative decentralization of functions, Powers, Responsibilities and Services to all levels of Local Government system
- e) To expedite the process of Decentralization by Devolution (D by D).

This strategic plan document concentrates on four key result areas namely:

- i) Good governance
- ii) Revenue enhancement
- iii) Capacity building
- iv) Social Service delivery.

A successful achievement in the above strategic areas mentioned above can be realized through collective efforts from all Council stakeholders that will contribute towards effective implementation of the proposed planned interventions. I therefore call upon each stakeholder/development partner to actively participate in supporting the Council towards realization of this vital goal.

In order to mainstream both International and National development agenda such as the Millennium Development Goals (MDGs), Tanzania Development Vision 2025 (TDV),



Sector Policies and MKUKUTA, this strategic plan has put in place Council long term vision as well as devising mechanism (mission) to attain what it aspires to become by 2025. The Council vision as stated in chapter three extrapolates its dream of having a community with a Sustainable Economy by 2025 whereby high literacy and peace are provided.

The Council mission expresses the council's means that will strategically be applied in order to reach the end (i.e. vision). There are four key elements that constitute the mission formulation:

- i) Active Stakeholders involvement
- ii) Provision of quality, sound and sustained services
- iii) Adherence to principles of Good Governance
- iv) Shared benefits to the entire community both equally and equitably.

It is my strong belief that under collective efforts and active participation of each and every prospective stakeholder the Council can ultimately achieves its desired vision and mission.

The production of this plan document has become successful through collective efforts from various stakeholders. Some of the key actors includes Council Management Team, Councilors and Development Partners especially those who took part in the stakeholders' meeting. The contribution of each one of us has been highly valuable and timely given.

Furthermore, special vote of thanks should be extended to council staff team (think tank) who spent some time and prepared this document. As the list is not exhaustive, the contribution of each and every one of us is very valuable hence appreciation is advanced accordingly.

I therefore call upon each one of you as a development partner to support the council whether morally or materially in her strive towards sustainable development. Above all stakeholders support will enable the council's dream to be acquired in the near future.

As we all know preparing a Strategic Plan however comprehensive and concise it may be, it is just one side of the coin. The second side of the coin is the implementation. It is a plain truth that all the activities (projects) planned cannot be implemented through council own source of funds alone. Collective participation is the best option. Hence, let us work jointly by making a handful contribution both financially and in kind.

Kibena Kingo
Hon. Chairperson
Morogoro District Council



Executive Summary

Introduction:

As provided by The Local Government Act Cap. 288 R.E. 2002, Morogoro District Council has the obligation to offer sound and equitable socio-economic services to its community regardless of place of origin, tribe, religious and political affiliation.

This object can be achieved if the council develops a strategic plan whereby Council's Mission, Vision and broad objectives that address sound and sustainable development are embedded.

To comply with this basic fact, MDC has developed a strategic Plan 2021/17 – 2020/21 which has taken into account MDGs, Tanzania Development Vision 2025, Sustainable Development Goals, Priorities of the fifth Government, Five years Development Plans (NFYDP) of 2016 – 2020, Government programs, Medium Term Development plans budget guidelines and Council pertinent issues as expressed by stakeholders during consultative meetings.

The realization of Council vision and mission requires high collaboration with various development partners.

The current Strategic Plan covers five years, this will enable the LGAs and the Country as a whole be in a position to set goals and targets which align with the requirement of the National as whole.

The Council has put forward seven major Strategic Plan Broad Objectives namely as follows:

1. Services Improved and HIV/AIDS Infections Reduced
2. Access and Quality of Social Services Improved
3. Quality and Quantity of Economic Services and Infrastructures Improved
4. Good Governance and Administrative services Enhanced
5. Management of Natural Resources and Environment Improved
6. Social Welfare, Gender and Community Empowerment Improved.
7. Local Economic Development Enhanced

In order to achieve the above goals a number of targets for every sector have been put forward. Some of them are cited below:

- Construction of District Headquarter by June 2021
- Pre-Primary enrollment rate increased from 91% to 99% by 2021
- Standard Seven pass rate increased by Gender from 65% to 85% by the 2021
- 6 Advanced level Secondary schools established by June, 2021
- Form IV Pass rate in community Secondary Schools increased from 50% to 70% by June, 2021



- HIV/AIDS prevalence rate reduced from 5.3 to 1.3. by June, 2021
- Maternal death reduced from 8 to 3 deaths by June, 2021
- Infant mortality rate reduced from 16 to 5 by June, 2021
- Under five deaths reduced from 33 to 13 by June, 2021.
- Immunization coverage raised from 96. to 97% by June, 2021
- Population with access to clean and safety water increased from 62% to 84% by 2021
- Paddy production increased from 4 to 8 tones per cow/day by 2021
- Milk production increased from 10 to 15 liters by June, 2021
- Two Investment Centers constructed by June, 2021
- Solid waste collection and disposal improved from 50% to 75% by 2021
- Market physical infrastructures for 4 markets improved by June, 2021
- Enhanced Information Technology
- Enhanced Monitoring and Evaluation system.
- Increased accountability and transparency in financial management.

Key Projects

Some of the key project activities to be undertaken include:

- i) Construction of our District Headquarter at Mvuha Ward
- ii) Establishing 12 small, medium and high industries by June 2021
- iii) Expanding market infrastructures
- iv) Preparation of Ward Plans using participatory planning tool – O & OD methodology by June 2021
- v) Construction of 25 Secondary classrooms, 40 teachers houses and 14 Laboratories
- vi) Construction of 10 health centres in ten wards and 15 dispensaries by June 2021.
- vii) Establishment of 64 water schemes at peripheral wards
- viii) Data base Management information technology enhanced.

Way Forward

It is my strong belief that by using the competent staff that are available, material and non material support from councilors, central Government and other Development Partners, the council's mission and vision as stated in this Strategic Plan can be achieved .

Sudi M Mpili
Council Director,
Morogoro District Council



CHAPTER ONE: INTRODUCTION

1.1 Back ground information

As part of the Government of Tanzania initiative to provide better services to its people, Local Government Reform Programme (LGRP) has been one of paramount strategy. LGRP is the framework for the implementation of the National Policy of Decentralization by Devolution (D by D) The LGRP was mobilized in 1999 and implementation begun in 2000. As stipulated in *Rural Development Strategy (RDS), 2001* that Development of the rural areas is a major concern of social and economic development policy in Tanzania. The majority of the people in Tanzania (about 80%) live in the rural areas, where poverty is widespread and deep (*RDS, 2001*). So as part of the LGA there is a need to overcome the situation to make better life for our community.

The Government's intention to reform local government was part of the Civil Service Reform Program initiated in the early 1990's

The national policy of D by D was essentially founded on four pillars namely

- a. Fiscal decentralization
- b. Administrative decentralization especially human resource autonomy
- c. Political decentralization
- d. Changed central – local relations.

When LGRP kicked off, the first batch of 38 Councils – Morogoro District Council inclusive, were involved in all steps of reform process. It is through that process whereby each LGA was supposed to develop a five year Strategic Plan. Under the assistance of Zonal Reform Team [ZRT], Morogoro District together with its stakeholders developed the first strategic Plan 2006.

Both covered a period of 5 years, the current SP coincides with Millennium Development Goals (MDGs – 2016), National Five year Development Goal 2016/2017 – 2016/2021 MKUKUTA 2010-2016 and CCM manifesto 2010-2016. By doing so, the Council will be in a better position to evaluate itself on performance level attained when compared with national and international goals and objectives.



REVIEW OF STRATEGIC PLAN-2011/2012 – 2016/ 2017

1.2.0 Introduction

Morogoro District Council prepared Strategic Plan of 2011/2012 – 2016/ 2017 as a council road map in implementation of some of prioritized socio – economic interventions by them.

The review of previous Strategic Plan aims at carrying analytical study of Council's Vision, Mission, Objectives, planned targets and activities so as to find out the performance level. This assessment is an important input in formulating a better Strategic Plan for the successive period.

1.2.1 Vision, Mission and Objectives

The exercise of developing Vision and Mission of previous Strategic Plan (SP) took recognition of the following key considerations.

- 1) National policies
- 2) Demands from Stakeholders
- 3) Council commitments in Service Delivery and raising peoples living condition

The previous Mission of Morogoro District Council was to involve all stakeholders in planning, implementing, monitoring and evaluating all social economic activities by using the available resources efficiently and effectively through the application of good governance principles and norms.

The previous Strategic Plan had five major council Objectives:

- (a) Service Delivery Improved and HIV/AIDS Infections Reduced
- (b) Economic and Social Service Delivery Improved
- (d) Economic Infrastructure and Socially Improved
- (e) Management of Natural Resources and Environment improved
- (f) Enhance Good Governance and Gender Equality at all level

1.2.2 Strategic Plan Performance

Targets and performance Indicators set in the last SP were grouped into five main Key Areas:

Performance of the SP was measured by looking at the variance between the set targets and indicators against the actual performance achieved by 2016/2016. In some areas the targets and indicators were not spelt in a SMART form especially on sectors under Good Governance, Service Delivery and Capacity Building. It has thus been difficult to make a concise and realistic assessment on such areas.

The council performance has been reasonably well in the area of good governance. There was a review on the functions, job description and organizational structure of the council. Personnel audit has been done on annual basis and many vacant posts have been filled. Relationship between Councilors and the Management team has improved through joint



trainings, awareness creation seminars and improved preparation of committee meeting agendas.

For analytical simplicity, the review has is indicated in Table 1 below showing key area, goal, indicators, implementation and challenges /remarks

Table 1: Strategic Plan Performance

AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGIES & REMARKS
ECONOMIC & TRADE.				
Preparation of Development Plan	To have 132 Village Development Plan by the year 2016.	Number of Villages with Development plan	All 146 Village have Development Plan by the year 2016	The number of Villages increased from 132 to 146.
	To construct 2 Market Centers by the year 2016.	Market centers	Construction of 2 Markets at Mtamba and Ngerengere are on progress.	Inadequate of fund
Information Technology and Statistics	To establish one Information Technology and Statistics Center (ITS) by the year 2016.	One ITS Center established	One ITS center established at District Headquarter called ATI-Access To Information	
Planning and Trade	Capacity Building on Good Governance to 132 Village council.	Number of Village council capacitated on Good Governance.	132 Village council trained	Efficiency have been increased
	To increase the use of Social Statistics from 10% to 55% by the year 2016.	Presence of Social Statistics in 132 villages.	Social Statistics Increased to 25%	More sensitization to Villages needed
		Availability of social statistic system of Collecting and distributing data.	LGMD system has been introduced and used in Collecting and distributing data to all 146 Villages.	
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGIES & REMARKS



Market Sector.	To improve Council revenue Collection through it's Market revenue from 14,734,800/= to 80,000,000/= by the year 2016.	Sum of Money Collected from the Market source.	Tshs 60,000,000/= has been collected from its Market source.	Low Agriculture production due to (Weather effects).
	To increase number of Auction markets from 3 to 5 by the Year 2016.	Number of Auction markets.	5 Auction markets have been established in Dete, Mvuha, Nyambogo, Diguzi and Gwata villages	due to Influx of livestock from other regions; conducive environment and policies for establishment of auction markets

FINANCE

Major goal: To improve financial management systems

	To increase revenue collection from 67% to 80% by the year 2016.	Percentage of revenue collection.	Increase of revenue collection trend to 80% by the year 2016.	
	To have feasible and practical council budget by the year 2016.	A feasible council budget	We don't have council satisfactory budget.	Inadequate revenue sources due to unpredictable agricultural produce and poor infrastructure.
	To minimize audit queries to 90% by the year 2016.	Percentage of audit queries decrease	Auditing queries not yet minimized in the council for the wanted ratio.	Shortage of money received in the council and shortage of staffs.

NATURAL RESOURCES

Administration	To build the capacity of department to provide efficient services from 25% to 75% by 2016	Efficient of services provided	30% of efficient services were provided	Inadequate funds and working facilities to implement planned activities
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



Forests	To increase number of villages from 13 to 132 villages that will conserve and manage forest resources for sustainable utilization to alleviate poverty by 2016.	Number of villages which conserve and manage forests	17 villages were involved in conservation and management of forests through participatory forest management (PFM). 12 Village land forest reserves were established and declared	<ol style="list-style-type: none"> 1. Inadequate funds and working facilities to control illegal harvesting of forest products 2. Low education and participation of communities on conservation and management of forests 3. No alternative income generating activities and energy substitutes for communities rather than depending mostly on forests 4. Invasion of large number of cattle in the forests 5. Inadequate qualified staff
	To increase revenues collection from forest products and services from Sh.18,000,000 per year to Sh. 100,000,000 by 2016.	Amount of revenues collected per year	20,000,000/= Shillings were collected per year	<ul style="list-style-type: none"> - Inadequate working facilities to control illegal harvesting of forest products - Inadequate number of staff
Beekeeping	To increase production of Bee products from 5 to 15 tons per year by 2016.	Number of Bee products in tons	9 tons Bee tons products were produced by community	<ol style="list-style-type: none"> 1. Inadequate funds allocated for training and working facilities to implement planned activities 2. Inadequate of qualified staff 3. Environmental degradation 4. Lack of modern Beekeeping knowledge to communities
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



Wildlife	To strengthen communities and CBOs involvement from 40% to 70% in 30 villages to conserve and manage natural resource for sustainable utilization in wildlife management areas (WMAs) by 2016.	Number of CBOs involved in conservation 4 management of natural resources	Two CBOs were formed in 24 villages to conserve and manage wildlife in WMAs	<ol style="list-style-type: none"> 1. Inadequate funds and working facilities to implement planned activities 2. Inadequate qualified staff 3. Invasion of large number of cattle in WMAs 4. High dependency of communities on wildlife resources
Tourism	To increase council's revenues through tourism industry from 0% to 30% by 2016.	Increase of council's revenues generated from tourism	Councils tourist hunting revenues increased to 10%	<ol style="list-style-type: none"> 1. Inadequate funds and working facilities to implement planned activities 2. Inadequate qualified staff
Antiquities	To establish antiquities and historical sites from 0% to 50% by 2016	Level of conservation of antiquities and historical sites	4% historical established	<ol style="list-style-type: none"> 1. Inadequate funds for antiquities historical site survey 2. Lack of qualified staff
COMMUNITY DEVELOPMENT				
Community Contribution	4. To increase community contribution during project implementation from 10% in 2006 up to 30% in 2016.	Community capability in contribution to different projects performed.	Average contribution for projects which are being implemented in the district, is 21.5%	Education is very much needed to the community for the importance of self help spirit during implementation period.
Women and Children	1. To identify MVCs so as to enable them to get support from different stakeholders.	Number of most vulnerable children in the District identified.	13,505 have been identified as most vulnerable children in the District 8289 being males and 6216 females.	-Community does not take responsibilities to MVCs.
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



		Number of children who get support from different stakeholders.	At least 9641 children, have got support from different stake holders.5060 being males and 4581 being females.	MVCs are many and support provided is very little, support should be taken as a catalyst on communities' commitment.
		Felt needs of MVCs.	MVCs have been provided school uniforms, school fees, shoes and exercise books.	Inadequate of funds to purchased MVCs needs.
	2. To increase the number of women in decision making bodies at all levels. (Village – district level) from 15% to 25% by June, 2016.	Number of women who participate in decision making bodies.	14 councilors, 4 of them have been elected and 10 councilors are under umbrella of special seats. This number is out of 41councilors which is 34%.	Gender awareness is important at all level so as to enable women to participate in decision making bodies.
	3. To increase entrepreneurship of capability of women from 15% in 2006 to 40% in 2016.	Number of women who have undergone entrepreneurship	Number of women who have undergone entrepreneurship is 720 in 2006 there were 530 women entrepreneurs which are 36% of an intended goal.	Inadequate of funds for training to women entrepreneurs.
	4. To increase the number of women councilors from 1 women in 2005 up to 7 in 2016.	Number of women councilors	increase number of councilors to 4	Women empowerment in political decision making.
		Number of women who attempted to be councilors in general election.	64 women attempted to be councilors in general election of 2016	Education to women for being leaders is vital.
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



Community Development	5. To increase the number of women economic groups from 11 groups up to 100 in 2016.	Number of profitable women economic groups	The number of profitable women economic groups is 78 out of 100 women economic groups.	Inadequate of capital for women economic groups.
	6.To increase loan repayment from women development fund	Loan repayment made	12,100,000/= were given to 30 women economic groups a loan. 8680,000/= have been retired.	Delaying in loan repayment
Appropriate Technology	1. To increase the number of families which use appropriate technologies from 250 families up 4000 families by 2016.	Number of families with modern cook stove	51 families are using modern cook stoves	i) The higher price of modern cook stoves compared to the income of community people. ii) Education should be provided to communities on the importance of modern cook stoves
	2. To increase the number of low cost modern houses from 2,500 up to 4500 by 2016.	Number of modern houses	1,752 low cost of modern houses have been built.	Low income to communities is a hindrance for low cost modern of houses.
Local Fundi	4. Provision of training to 100 facilitators in the communities by 2016.	Number of trained local fundi.	Training was not conducted due to lack of funds.	Lack of fundi.
	5. Availability of designed drawings for the low cost modern houses.	Number of designed drawings for low cost modern houses.	Designed Drawings of 3 rooms,4 rooms and 5 rooms have been made.	Lack of low cost designed modern drawings equipments.
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



		Number of villages which have received designed drawings	All 146 villages of the district have received designed drawings.	Low level understanding to the community
HIV /AIDS	1. To decrease new HIV infections by 10% by 2016.	Number of infected people.	In 2006 44 = 15.2% In 2007 41 = 12.1% In 2008 152 = 3.3% In 2009 280 = 4.7% In 2010 417 = 4.4% In 2016 376 = 4.3% In 2012 191 = 4. %	Awareness creation for communities to respond for HIV testing is vital.
	2. To increase the number of people for better use of condoms from 65% up to 98% by 2016.	Number of people trained on the use of condoms	80% of people have been trained on condoms uses	Education to communities on better uses of condoms is vital.
		Number of condoms distributed to customers.	30,920 condoms have been distributed to customers.	More condoms should be distributed to customers so as to meet their demands.
	3. Most vulnerable children to be identified by 2016 and set a strategy of supporting them.	Number of most vulnerable children.	Most vulnerable about 13,505 children were identified	Inadequate of funds for identifying most vulnerable children
		Number of orphans.	About 7435 orphans were identified	Awareness creation to communities for identifying MVCs
		Number of orphans who are heads of the families	Number of orphans who are heads of families are 180	Education should be provided to communities to set a strategy for supporting MVCs.
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



LAND DEVELOPMENT SECTION				
Town and Village Planning unit	1. To monitor development of minor settlement from one at present to five by the year 2016	- Number of developed minor settlements. - Number of proposed Town Planning drawings in minor settlements.	Minor settlements developed are Ngerengere and Mvuha. Town Planning drawings prepared are; 01 Ngerengere at Njia Nne. (188 plots) 01 Mvuha Makao Makuu. (438 plots) 01 Kingolwira. (75 plots) 01 Mtego wa Simba. (46 plots)	+ Shortage of funds and tools hence slow delivery of services.
	2. To prepare Village Land Use Plans from 22 villages at present to 132 by the year 2016.	- Number of villages with land use.	Villages with Land Use increased to 41 villages.	+ No budget set aside by the District Council for this exercise. Dependency on NGOs is unrealistic.
Survey and Mapping unit	1. To increase number of surveyed village boundaries from 50 villages at present to 132 villages by the year 2016.	- Number of surveyed village boundaries. - Number of Village Land Certificates issued. - Number of Customary Certificate of Right of Occupancy (CCRO) issued.	- 132 Village boundaries surveyed. - 102 Village Land Certificates issued. - 870 Certificate of Customary Right of Occupancy issued.	+ Lack of enough funds. + Budget not set aside for the activity. + Lack of enough education at village level on The Land Act no 4 and The Village Land Act no. 5
	2. To increase number of surveyed plots from 150 at present to 1,500 by the year 2016.	- Number of surveyed plots.	- 2,015 plots surveyed in minor settlements.	+ Lack of working tools. + Lack of enough funds.
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



	3. To increase number of surveyed farms from 20 at present to 200 farms by the year 2016.	<ul style="list-style-type: none"> - Number of surveyed farms. - Number of Certificate of Title issued. 	<ul style="list-style-type: none"> - 154 farms surveyed. - 23 Certificate of Title prepared. 	Lack of enough funds.
Valuation unit	To have Land Values to enable land owners have economic opportunity to use land asset to increase their economic base from 0% to 50% by the year 2016.	- number of valued land in hectares	- 116,666 hectors of land valued.	<ul style="list-style-type: none"> - Lack of open land market prices. - Lack of enough funds and working tools.
AGRICULTURE SECTOR				
AGRICULTURAL EXTENSION SERVICES	To increase irrigated area from 496 to 14,500ha by using good agricultural practices by the end of 2016	Number of hector to be irrigated	905ha irrigated through different irrigation scheme (flooding and traditional systems 636, pumpers system (24 ha rain water harvesting	
	To increase mountain Paddy production from 0.5 to 3 tons per hector by the end of 2016	Number of tons to be harvested per hector.	2.4 tons harvested per hector	<ol style="list-style-type: none"> 1. climatic change 2. Low use of agricultural inputs (Seed, Fertilizers, Herbicides and Pesticides)
	To increase Paddy production under irrigation scheme from 2.5 tons to 6 tons per hector by the end of 2016	Number of tons to be harvested per hector.	5 tons harvested per hector	<ol style="list-style-type: none"> 1. Low use of agricultural inputs (Seed, Fertilizers, Herbicides and Pesticides). 2. Unpredictable climate (drought)
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



	To increase production of Cashewnut from 1.5 tons to 5.5 tons per Ha. by the year 2016.	Increased yield of crops per Ha.	2.5 tons harvested per hector	Low use of Agriculture inputs fertilizers, herbicides and pesticides.
	To increase oil crops production (Sesame and Sunflower) from 0.5 to 2 Ha. by the year 2016.	Increased yield per Ha.	Sesame and Sunflower crops production has increased from 0.5 to 1 ton from 2006 to 2016 per ha.	Most of the farmers are still using local varieties of sesame sunflower.
FARMERS TRAINING	To increase farmers' awareness on improved agronomic practices from 2% to 10% by the year 2016	Number of trained farmers	About 4,630 farmer attended various training on Agronomic practices/principles.	Inadequate fund allocation for training.
	To increase extension services provision from 10% to 60% by the year 2016	Number of attended farmers.	Number of farmer attended increased up to 70 percent.	Number of employed agricultural officers increased from 45 to 135 by the year 2016.
	To increase utilization of Oxenization from 2% to 10% by the year 2016.	Number of Oxen pairs and farming implements.	Increased use of oxenization by 4%	Increased use of power tillers and tractors
	To increase maize production from 2 tons to 5 tons per Ha by the year 2016.	Yield per Ha.	Production of maize crop increased from 2 to 2.5 tons per ha.	<ul style="list-style-type: none"> - Events of drought and pests outbreak contribute to low yield. - Low use of Agro inputs (fertilizers) herbicides and pesticides
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



	To reduce post harvest losses from 30% to 22% by the year 2016.	Percentage loss.	Post harvest losses reduced to 25%	Inadequate fund allocation for training on post harvest losses.
Distribution of agricultural inputs and farm implements from 10 to 25	Increase and improve supply of agricultural inputs and farm implements by the year 2016	Number of agro- inputs and farm implements shops.	About 22 agro-inputs and farm implements shop were established in wards.	<ul style="list-style-type: none"> - All wards have Agro-inputs and implements shop. - Due to Agro-dealers
Livestock extension services.	1.To increase availability of water for livestock by increasing number of constructed charcoal dam from 5 to 10 charcoal dams by the year 2016	Number of constructed and rehabilitated charcoal dams.	Charcoal dam constructed	In adequate fund allocation for construction charcoal dam
	2. To reduce livestock mortality caused by tick born disease from 75% to 45% by the year 2016.	Reduced mortality rate.	Livestock mortality caused by tick-borne disease reduced from 75 percent to 25 percent in 2016.	<ul style="list-style-type: none"> - Increased vaccination program - Control of illegal migration of livestock
	3. To improve rangeland and increase rangeland area from 1649 to 21205 Ha by the year 2016.	Number of Ha of improved rangeland.	Expansion of pasture land from 1,640 to 22,554 ha.	Drought is major problem for establishment of pasture.
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



	4. To reduce local chicken mortality caused by poor management and Newcastle disease from 60% to 15% by the year 2016.	Mortality rate	Local chicken mortality reduced from 60 percent to 35 percent in 2016.	Inadequate fund allocation for vaccination program
	5. To increase slaughter weight of local chicken from 1kg to 2kg and egg production from 60 to 120 eggs per chicken by the year 2016.	Slaughter weight kg and number of eggs	Increased slaughter weight from 1 kg to 1.5kg and egg production increase from 60 to 90 eggs per chicken by the year 2016	Inadequate improved feed for chicken
	6. To reduce the number of livestock per area in relation to carrying capacity of the land from 5% to 10% by the year 2016.	Stocking rate.	About 49,230 cattle were sold in livestock market in the year 2006 to 2016 and 22,554 ha of pasture land established	Low response of the livestock keepers about de-stocking.
	7. To control livestock diseases from 25% to 10% by the year 2016.	Rate of diseases outbreak.	Outbreak of foot and mouth disease, Newcastle, rabies, fowl pox and diahorrea occur reduced from 25% to 15%	High prices of inputs and shortage of extension officers is a problem.
	8. To reduce livestock mortality caused by tsetse fly from 5% to 2% by the year 2016	Mortality rate.	Mortality rate caused by tsetse fly reduced from 5 percent to 1 percent	Provision of agro input subsidies helps in scaling up utilization of inputs.
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



	9. To improve meat and meat products quality and safety for consumers from 3% to 4.5% by the year 2016.	Number of constructed and rehabilitated slaughter slabs.	About 8 slaughter slabs has been constructed by private sector and 3.5% of consumer use quality meat and meat products	Few slaughter slabs contribute to poor quality product and by product.
	10. To increase milk production of dairy Cattle from 6 to 10 litres per Cow and of dairy Goat from 1 to 2 litres per Goat by the year 2016.	Number of litres of milk.	Production of milk increased from 6 to 10 litres per Cow per day and of dairy Goat from 1 to 2 litre per day by the 2016.	Lack of milk market.
	11.To increase paddy production under irrigation from 2.5 to 6 tons per Ha by the year 2016.	Yield per Ha.	Increase yield up to 5 tons per ha in irrigation schemes	Many irrigation schemes are still under construction.

COOPERATIVE SECTOR:

GOAL: TO ENHANCE MEMBERS TO RAISE THEIR LIFE STANDARDS THROUGH THEIR ECONOMIC ACTIVITIES WHICH ARE PERFORMED BY THEIR CO-OPERATIVE SOCIETY.

AREA	GOAL	INDICATORS	IMPLEMENTATION	CHALLENGES/REMARKS
Sensitization and Registration of Savings and Credit Co-operative Societies.	1. To increase Savings and Credit Co-operative Societies from 9 societies which exist, up to 18 by the year 2016.	Number of SACCOS that will exist.	Up to Dec.2016, the have been established 15 SACCOS and three (3) pre- co- operative societies are at the process of Registration.	a) Provision of education to members on saving to continue. b) Competition from other micro finance institutions apart from SACCOS..
Strengthen of the Savings and Credit Co-operative Societies.	2. To facilitate SACCOS to perform their activities with their own capital from 2 SACCOS up to 18 by the year 2016.	Number of the SACCOS performing their activities with their own capital.	Up to Dec.2016, Ten (10) SACCOS conduct their activities by using their own Capital.	5 SACCOS do not perform well due dependency on financial assistance from J.K. Funds..
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



Registration of SACCOS.	3. To increase the number of registered SACCOS from 5 up to 18 by the year 2016.	Number of SACCOS registered and certificate of Registration offered	Up to Dec.2016, 15 SACCOS have been registered with certificate of Registration.	a) Slow pace from the community to form Co-operative Societies which results in to slow registration process.
Auditing Books of Accounts of SACCOS and other Co-operative Societies.	4. To increase the number of Societies audited from 11 to 17 by year 2016.	Number of Societies audited.	Up to Dec.2016, the total of 7 Societies have been audited.	Few number of Co-operative Staff and lack of resources contribute to the audit work not be done in due time.
Capacity building to societies	5. To increase the number of Societies trained from three (3) to fifteen (15) by year 2016.	Number of staff and members trained.	Up to Dec.2016, 13 members from societies trained 80 Board members and 20 SACCOS' staff were trained on SACCOS Management.	a) Provision of training. b) Poor performance due to irresponsibility of experienced staff.
WATER SECTOR				
Rural water supply and provision of water wells.	Increase of water services from 53% to 69% 2016.	Increase of coverage of clean and safe water	Coverage of people access to clean and safe water is 160,497 that is 62% of total population	Department was not able to implement water supply activities because of insufficient fund from during their annual budget
HEALTH SECTOR				
To Control Malaria Disease	To reduce malaria cases from 38% to 14% by 2012	Number of death due to malaria disease	Death due to malaria has decreasing up to 93% after arrival of 2016	Mountain belt lead some part are hard to reach due t its geographical location
To Control Malaria Disease	To reduce malaria cases from 38% to 14% by 2016	Number and kind of drug facilities for malaria disease purchased	ALU & SP drugs was purchased and distributed to health care centers	Mountain belt lead some part are hard to reach due t its geographical location
Heath Care Service to Children under five years	To reduce child death caused by non communicable disease from death 242/1000 children who born alive up to 48.4/1000 during year 2016	Vaccine rate within district, cascade and healthcare facilities	95% of vaccine rate was distributed and 93% of service have been delivered	Mountain belt lead some part of area to be hard to reach
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



Health Care to Children under one year	To reduce child death caused by preventable disease from death 188/1000 to child who born alive up 145/1000 after the year 2016	Report on health care education	92% of human resource was trained and rememorized on maternal health care	Poor understanding within the community about maternal health
		Number of house hold which implement 17 important issues which concern child health	In 29 wards 92% of women received maternal health care education	Education on maternal health care was offered sufficiently
			93% of children received vaccine	
To control HIV/STI diseases	To reduce sexual disease and HIV from 3% year 2000 up to 0.5% by the year 2016	Number of sexual disease and HIV reported on health centres	Training about counseling and guidance to human resource offered to 75%	Confirmation of training
To control TB/Leprosy	To reduce TB & Leplosy from 85% case to up to 65 by the year 2016	Patient reports to each ward and Number of patients who received treatment and healed.		
Referral services	Reduce referral cases within the district	Areas pronounced	3% of new health care centers was inagureted	
		Number of community members who sensitized	89% of community was trained about early referral of patient to hospital	Inadequate number of health centres
Health Education to Public	To impart community knowledge about quality health education by year 2016	Reports from dispensary, health centers and cascade		
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



Water and Environmental Sanitation	To reduce communicable disease within the district from 70% up to 37% after by the year 2016	Reports on health care delivery		
		Number of leaflets provided		
		Number of period offered to media		
Oral Health and Teeth	To reduce oral and teeth diseases from 55% up to 32% after by year 2016	Number of human resource recruited	43% of new dental clinician was employed to offer oral and teeth care.	Disappearance of new employees from health centre
		Number of human resource who trained	91% of dental clinician was trained	
Eye services	To reduce eye blindness caused by cataract by conducting eye operation each year up to 500 by the 2016	Number of eye blindness patients	Eye spectacles were distributed to 75% of eye patients	Low rate of eye patients attend clinical diagnosis
		Number of medicine and drug facilities purchased		
To control Oncoseciosis disease	To reduce Oncoseciosis disease from 41% up to 20% by the year 2016	Number of villages sensitized	100% of 146 villages sensitized within the district	Lack of fund lead activity from being implemented on time
Data	To improve collection techniques from 52% to 90% from the community level by 2016	Availability of different reports	65% of human resource was trained how to collect and how to fill data.	
		Number of supervisors cascade	90% of 21 cascade supervisors was trained	
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



		Number of information givers who trained	87% DSS data collection tools procured and distributed to Health facilities	
	To improve collection of data from community from 52% up to 90% after arrival of year 2016		57% DSS information providers was trained	
	To improve collection of HISM data from health facilities centers from 80% up to 95% by of 2016	Availability on how to HIMS and updated Mtuha data books	98% of human resource trained concerned HIMS	Unavailability of HMIS books at head quarters and poor communication contribute to delay on information to the district level
National Health Insurance Fund (NHIF) and Community Health Fund (CHF)	To improve health services from health facilities level from 60% up to 90% by the year 2016	Number of human resource recruited and maintained availability of essential drugs and equipment	<ul style="list-style-type: none"> - 78% of human resource was trained about (NIHF&CHF) - 96% of drugs and equipment procured recruited - 80% of recruited staff retained 	<ul style="list-style-type: none"> - Increasing number of staff turn over - Drop one of CHF members
	To increase number of community member from 42,100 to 113,285 by the year 2016	Availability of drug to the health facility	98% of health facility governing committee started	Little understanding within the community on CHF fund it deteriorate collection of funds
Administration	To conduct statutory meeting from village level, ward level and district level from 80% up to 100% by 2016	Percentage of meetings held	<ul style="list-style-type: none"> - At village level 82% . - At ward level 90% - At District level 100% 	Lack of responsibilities
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



	To increase number of employees with professional from 50% up to 100% by 2016	Number of percentage employees trained	65% of unskilled employees were	Lack of fund
	To increase promotion to employees by using system of OPRAS from 40 employees to 500 by 2016	Number of employees by OPRAS	About 75.2% employees were promoted	No budget set for training on OPRAS
	To provide suggestion boxes from village level and district level from 80% to 100%	Percentage of suggestion boxes	About 85% achieved in	Lack of community awareness hinder proper uses of suggestion boxes
	To improve records keeping of employees in the council from 0% to 100% by 2016	Percentage of records kept on the system	About 90% of employees records have been kept	Frequency change of database system
Pre-Primary Education	Increasing number of pre-primary classrooms from 10 – 50 by the year 2016	Number of pre-primary classrooms	About 8 (20%) of pre-primary class rooms constructed	Poor community contribution
	Increasing teaching and learning material of pre-primary schools 1:5 to 1:1 by 2016	Ratio of learning and teaching materials		
	Increasing the number of pre-primary school teacher from 2 to 144 by 2016	Number of pre-primary teacher	About 92 pre-primary school teachers employees	Few trained teachers wise
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



	Increasing the number of pre-primary school children from 2002 to 6500 by 2016	Number of pre-primary pupils	About 3836 pre-primary pupils enrolled	Lack of awareness on the importance of pre-primary education to the communities
Primary Education	Increasing number of primary school classroom from 741 to 1500 by 2016	Number of primary school classrooms	About 113 classroom constructed	Lack of community
	Increasing number of latrines from 1032 to 2500 by 2016	Number of latrines	About 18 latrines constructed	Lack of community contribution
	Increasing number of science kits from 44 to 420 by 2016	Number of science kits	None	Inadequate fund and poor community contribution
	Increasing number of enrolment from 96% to 100% by 2016	Percentage of student enrolled in primary school	About 96 enrollment increased	Inadequate fund and poor community contribution
	Increasing number of teachers resources centre (TRCs) from 4 to 6 by 2016	Number of teachers resources centers	None	Inadequate fund
	Phasing out grade IIIB/C teachers from 423 to Grade IIIA and above by 2016	Number of teachers phasing	About 114 teachers upgraded to grade III and above	Lack of responsibilities
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



	Increasing the education level of education officers to degree level from 2 to 10 by 2016	Number of education officers graduated	About 3 education officers educated	High training costs
	Increasing number of selected students to join secondary schools from 17% to 80% by 2016	Number of students selected	Selected students increased to 62.5%	Increasing of secondary school contributed on to the rise of performance
	Increasing number of desks from 12,230 to 23,953 by 2016	Number of desks	About 2382 desks	Insufficient of fund
	To providing training to MEMKWA HEADTEACHERS from 0 to 144 by 2016	Number of trained head teachers	none	Lack of fund
	Increasing source of revenue in primary school from 0 to 144 by 2016	Number of schools with source of revenue	Sensitized through vocation skills	<ul style="list-style-type: none"> - Lack of fund - Lack of community contribution
Vocation skills and domestic science	Increasing vocational training centre from 2 to 25 by 2016	Number of vocation training centre	Sensitization done at 6 divisions	<ul style="list-style-type: none"> - Lack of enough funds - Poor community contribution
	Increasing centres for new curriculum from 1 to 25 centres by 2016	Number of new curriculum centres	none	Lack of funds
	Increasing special education centres from 2 to 6 by 2016	Number of special education centres	4 special education centres increased	Scarcity of learning and teaching materials for special education
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



	Conducting training on MEMKWA for ward education officers from 0 to 25 and training to teachers resource centre (TRC) coordinators from 0 to 7 by 2016	Number of trained WEO and TRC coordinators	2 WEO trained under 0 and OD programme	Lack of fund
Adult Education Agriculture	Increasing number of primary school providing food to the student from 2 to 50 by 2016	Number of primary schools	Food provided occasionally especially in cropping seasonal	Lack of community participation
	Improving environment conservation in primary school from 26 to 144 by 2016	Number of primary schools	About 84 primary school implemented	Low rainfall
SECONDARY SCHOOLS	To increase number of Secondary school from 6 to 25 by the year 2016	Number of secondary schools	26 secondary schools established.	
	To increase number of teachers houses from 47 to 100 by the year 2016.	Number of teacher houses constructed	47 teachers houses were constructed.	
	To increase number of school dormitories from 1 to 25 by the year 2016	Number of school dormitories	3 dormitories were constructed in three schools	Inadequate fund allocation for construction of more dormitories.
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



	To increase number of school laboratories from 6 to 25 by the year 2016.	Number of school laboratories	Number of school laboratories increased to 10.	
	To increase number of administration from 6 to 25 by the year 2016	Number of administration block	Number of administration block increased to 8	
	To increase number of classrooms from 40 to 260 by the year 2016.	Number of classrooms	Number of classrooms increased to 260	
	To increase number of pitt latrine from 48 to 615 by the year 2016	Number of Pitt latrine	505 pit latrine were constructed	
	To increase number of student join secondary from 701 to 3600 by the year 2016	Number of student enrolled	3746 students were enrolled	
	To increase number of teachers from 98 to 335 by the year 2016.	Number of secondary Teachers	Number of Secondary school teachers increased to 314.	
	To increase number of teachers promoted from 400 to 2000 by the year 2016	Number of teacher promoted	196 teachers were promoted.	
	To facilitate the payment to the retired teachers staff from 5 to 16 by the year 2016.	Number of teacher received their payment.	4 teachers received their payments	Few number of teachers retired
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGIES & REMARKS



	To sensitize teachers on their rights and responsibilities from 978 to 2000 by the year 2016	Number of teachers sensitized on their rights and responsibilities	214 of secondary school teachers were sensitized on their rights and responsibilities by TSD	Most of the teachers fail to attend this training programme due to low motivation
OBJECTIVE: TO HAVE ROADS WHICH ARE PASSABLE THROUOUT THE YEAR AND INSPECTION OF BUILDINGS ACCORDING TO THE REQUIRED QUALITY AND STANDARDS				
Construction of Roads	<ul style="list-style-type: none"> To increase the District road network from 132km to 550 by the year 2016 	<ul style="list-style-type: none"> Km of roads to be maintained 	562km have been maintained	<ul style="list-style-type: none"> Late disbursement of fund Insufficient funds allocated Lack of supervision vehicle
Construction of bridges, culverts and drift	<ul style="list-style-type: none"> To increase bridges no from 21 to 45 To Increase culverts no. from 92 to 234 To increase drifts no. from 17 to 40 by the year 2016 	<ul style="list-style-type: none"> No. of bridges constructed No of culverts constructed No of drifts constructed 	25 bridges were constructed 100 culverts constructed 30 drifts were constructed	<ul style="list-style-type: none"> Late disbursement of fund Insufficient funds allocated Lack of supervision vehicle
Rehabilitation council work shop	<ul style="list-style-type: none"> To increase productivity of work shop machine from 0 to 120 Nos. of furniture by the year 2016 	<ul style="list-style-type: none"> The work shop was improved to storage and now is being hired hence there is income generation 	District receives fund monthly	
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



Rehabilitation of council workshop	<ul style="list-style-type: none"> To increase the capacity for repair and maintenance of vehicles from to 5 vehicle per day by the years 2016 	<ul style="list-style-type: none"> No of the maintained and repaired vehicles per day 	Each department use the service provider approved by council Tender Board	<ul style="list-style-type: none"> Policy does not allow to use local means of repair government vehicle
Construction of buildings	<ul style="list-style-type: none"> To increase the No. of market buildings from 2 to 25 market buildings by the year 2016 	<ul style="list-style-type: none"> No of markets buildings to be constructed 	<ul style="list-style-type: none"> 4 market building have been completed in construction and have being used 10 market buildings are under construction in various stages 	<ul style="list-style-type: none"> Funds not sufficient Low Community contribution
Construction of buildings	<ul style="list-style-type: none"> To increase the capacity for supervision of community services from 50 buildings to 300 buildings by the year 2016 	<ul style="list-style-type: none"> No. of buildings to be inspected 	<ul style="list-style-type: none"> 150 buildings have been constructed in 6 divisions of the council 	<ul style="list-style-type: none"> Insufficient fund from the government
Works administration	<ul style="list-style-type: none"> To increase the no. of works department staff from 10 to 35 nos. by the year 2016 	<ul style="list-style-type: none"> No. of The employed staff 	<ul style="list-style-type: none"> The works Department has employed 8 staff up to now 	<ul style="list-style-type: none"> Insufficient fund from the government
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



	<ul style="list-style-type: none"> To increase the No. of well trained staff from 1 to 35 trained staff by the year 2016 	<ul style="list-style-type: none"> 8 Staff have undergone various courses 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Insufficient fund from the government
Internal Audit Unit		Auditing subsidiary ledger books to ensure timely reporting and preparation of financial statement		<ul style="list-style-type: none"> Low knowledge of accountants on posting entries to their respective books of accounts. Lack of knowledge on IPSAS utilization for instance valuation of assets.
		Auditing revenue collection books to ensure proper revenue collections and banking procedures is adhered.		<ul style="list-style-type: none"> Late banking of the revenue collected. Forgery, fraud and under banking. Lack of knowledge on revenue collection procedure and banking for revenue collectors.
		Auditing all Council asset to ensure proper maintenance of the non-current asset register, correct accounting for non-current assets and ensuring proper Revaluation of PPE		<ul style="list-style-type: none"> Lack of knowledge on revaluation of asset. Lack of enough resources to visit all asset of the Council.
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



		Auditing 2500 employees if members are paid their due salaries, Check personal records noting appointment letter salary particulars and date of promotions and establishment of non existing employees, To check total number of the people paid is equivalent with the total number recorded in the registers, to with the actual cash seen during the audit of payment.		Ghost workers. Deduction not sent to financial institution on time.
		Ensure that PMU are in compliance with PPA act of 2004 and its regulations of 2005		Violation of PPRA rules, improper contracts and tendering procedures. PMU have few personnel
		Ensure that proper utilization of health funds and value for money on the implementation of Health Fund		Missing of supporting documents, delay of drugs purchasing, incompleteness of projects.
		Ensure that value for money on the implementation of Council roads construction.		Incompletion of projects and improper keeping of ledgers concerned
AREA	GOAL	INDICATOR	IMPLEMENTATION	CHALLENGES & REMARKS



		Auditing on value for money on the implementation of Council Agriculture projects.		<ul style="list-style-type: none"> - Improper control of projects. - More knowledge required for auditing member on contract management. - Value for money should be given priority.
		Auditing on value for money on the implementation of Council MKUKUTA and Mfuko wa Jimbo projects.		<ul style="list-style-type: none"> - Incompletion of projects as to such funds. - Late release of funds for project implementation
		Auditing on value for money on the implementation of Council Capitation and Development Grants.		Misappropriation of funds and projects incompletion
		Auditing on value for money on the implementation of Council Capitation and Development Grants.		Misappropriation of funds and projects incompletion
		Auditing on value for money on the implementation of Council Water project.		Incompletion of some projects
		Auditing on value for money on the implementation of Council Tasaf projects.		Late disbursed of fund
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



		Ensure that proper utilization of health funds and value for money on the implementation of Health Fund		Late disbursed of fund
		Ensure that value for money on the implementation of Council roads construction.		Late disbursed of fund
		Auditing on value for money on the implementation of Council Agriculture projects.		Late disbursed of fund
		Auditing on value for money on the implementation of Council MKUKUTA and Mfuko wa Jimbo projects.		Late disbursed of fund
		Auditing on value for money on the implementation of Council Capitation and Development Grants.		Late disbursed of fund
		Auditing on value for money on the implementation of Council Capitation and Development Grants.		Late disbursed of fund
		Auditing on value for money on the implementation of Council Water project.		Late disbursed of fund
AREA	GOAL	INDICATOR	IMPLEMANTATION	CHALLENGIES & REMARKS



		Auditing on value for money on the implementation of Council Tasaf projects.		Late disbursed of fund
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On the basis of these findings it was concluded that unless the council takes deliberate efforts to organize and use its resources strategically, attainment of the Vision's aspirations is at risk. In view of this, a coherent framework for coordinating activities of various players as well as targeting the use of resources towards strategic areas for socio-economic development was recommended. The Government thus embarked on revisiting the socio-economic planning framework so as to underpin the prioritization of actions and resource allocations commensurate with realizing the Vision's goals. Given these factors, the need for resorting to a planning horizon, both in the medium and the long term, became imperative.

1.3 The Rationale of the Strategic Plan [SP]

This Strategic Plan for Morogoro District Council is a typical plan for a non profit institution. It is designed and shaped in such a way that it accommodates fundamental decisions and actions shaping the nature and direction of council's interventions with the acceptable legal framework. A strategic plan is a road map to realization of council's vision. Its value is centered on the council planned efforts towards addressing the challenges, ahead of it in order to ensure improved services to its people.

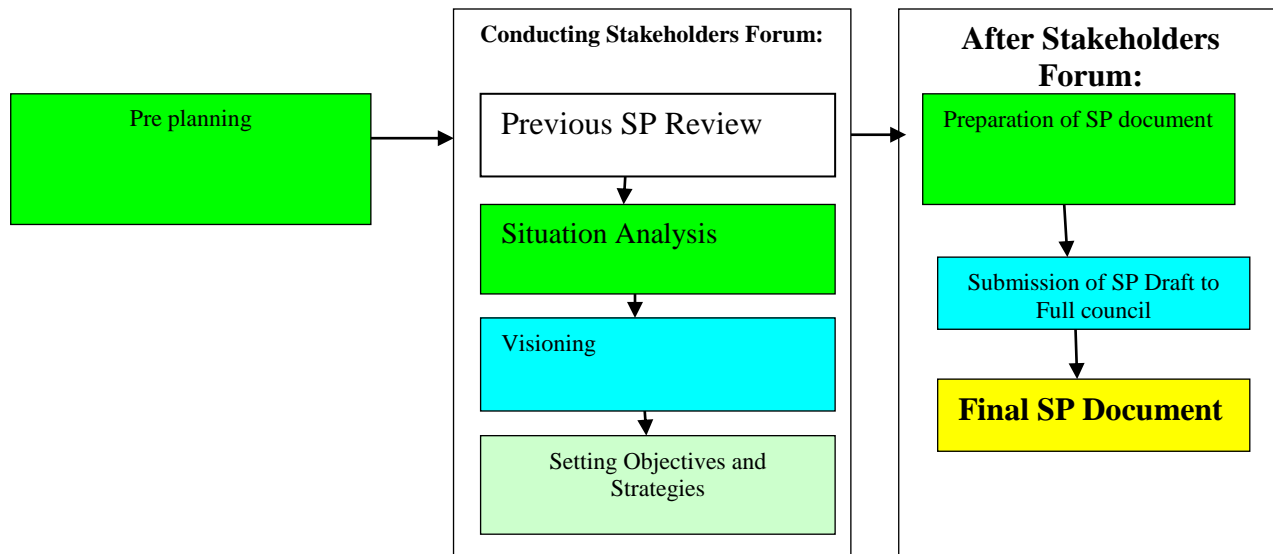
1.4 The Process

The preparation of this resourceful document has undergone a process that conforms to a step by step procedure as stipulated in the guiding manual termed as Medium Term Strategic Planning and Budgeting for Regional Secretariat and LGA released as a working Document by the Government in October 2007.

1.5 Methodology

The Strategic Planning Process

The following process was used in the collection of data, analysis and later preparation of this document. Figure 1 below summarizes the process used.

Figure 1. Strategic Planning Process

While undergoing the steps outlined above, all major stakeholders were actively involved simply on the basis of inculcating a sense of ownership and consequently attract joint and collective participation during implementation.

All major stakeholders were involved in discussing and exploring the existing situation in all 29 wards and all sectors. Likewise they were involved in revisiting the previous vision and mission as well as setting strategic objectives and identifying the necessary strategies for achieving those objectives.

In the final stage, the SP Draft enriched with stakeholders views and recommendations was presented and discussed at Councils standing committees and finally at full council for approval.

1.6 The Approach

In order to carry out an exhaustive exercise of assessing the current level of service delivery in the council several tasks were performed. They include:

- Reviewing of National & Sector Policies
- Over viewing current service delivery status through reviewing of relevant information and reports.
- Collaborating stockholder's analysis in the service delivery sector.

1.6.1 Contents and Layout of the document

This document is presented in five chapters. The first chapter provided a detailed introduction. It elaborates on background information, review of previous five years, rationale, process, methodology, approach and content and layout of the document. The situational analysis which



comprised of SWOT, PEST and Stakeholders analysis are dealt with in the second chapter. The third chapter is the core of the SP, presenting the envisaged strategic interventions with the related activities and costing. It is followed by chapter four on the identification of possible sources for the required resource mobilization in order to finance the implementation of the Plan. Chapter five presents the implementation framework as well as monitoring and evaluation. References and annex are also provided.



CHAPTER II: SITUATIONAL ANALYSIS

2.0 Introduction

This chapter describes situational analysis of Morogoro District Council. It summarized conceptualization, context, profile, Strengths, Weaknesses, Opportunities and Threats (SWOT), Political, Economic, Social and Technological (PEST) and stakeholders analysis. Situation analysis describes the current situation of the council.

2.1 Conceptualization

In the previous chapter the last part dealt with the review of the previous Strategic plan. The findings provided a starting point towards the preparation of this plan document. The review exercise involved the management staff and various council stakeholders. Through discussion, both success and failure stories were identified. The exercise provided valuable inputs for this strategic plan.

In order to determine the crucial elements in this SP the situational analysis methodology of (SWOT), PEST and stakeholder analysis has been adopted. This methodology was considered to be more suitable as it provided a room for a thorough analysis on the existing situation whereby the internal and external environments are critically scanned. The major aim here is to determine how the strengths can be used to overcome the internal weaknesses as well as how can external opportunities are tapped to overcome the threats.

The situation analysis presented in this document has taken into consideration views of stakeholders through meetings, Focus Groups, Meeting at lower level and reports.

This chapter briefly provided a status of service delivery across all sector of the council. The basis for this is to establish the gaps that exist so that council can strive to fill them in the coming five years i.e. 2016/2017 - 2020/2021.

2.2 The Context

In recent years the Government has undertaken various structural and institutional reforms; it has revised its policies and strategies, and has established a number of processes aimed at improving service delivery and general welfare of its citizens. The MDC Strategic Plan has been formulated in line with these reforms and is in line with national policies which include amongst others: Public Sector Reforms, Decentralization by Devolution (D-by-D), sustainable development goals, current demand of the government Medium Term Expenditure Framework (MTEF) and the CCM (Ruling Party) Election Manifesto of 2015-2020.

Furthermore a number of Sector Policies and Statistical Documents have been consulted when preparing this plan document. They include:



- Tanzania Development Vision 2025
- Rural Development Strategy
- National Five year Development Plan
- National Ageing Policy of July 2004
- National Policy on HIV/AIDS; 2001
- National Health Policy (NHP); 2010
- National Water Policy (NWP); 2002
- National Social Security Policy (NSSP) 1993;
- Tanzania Trade Policy (TTP);
- Cooperative Development policy of 2002.
- Education and training policy of 1995
- Basic Education Statistics in Tanzania (BEST) 2010 – 2015
- Population Census Report 2012
- Regional statistics (Morogoro Region) NECTA 2010
- Public Private Partnership Act 2016

2.3 MOROGORO DISTRICT COUNCIL PROFILE

2.3.1 *Geographical Location:*

Morogoro District is one among the 9 Districts in Morogoro Region .The District is located at North East of Morogoro Region between 6°00' and 8°00' Latitudes South of Equator also between Longitudes 36°00' and 38° East of Greenwich.

It is bordered by Bagamoyo and Kisarawe districts (Coast region) to the East, Kilombero district to the south and Mvomero district to the North and West.

2.3.2 *District Land Area and Administrative Units:*

For Morogoro District the total area is 11,925 km². That is 16.34% of the total Area of Morogoro Region which has 72,973 km².

Morogoro Rural District has the total land Area of 19,250 which was proportional to the whole Region of Mtwara or Kilimanjaro in its total Area. That is the reason the Government decided to split the District into two Districts namely; Morogoro District and Mvomero District. DED for Mvomero appointed in 2005.

Table I- 1: Distribution of Land Area and Water Area by Morogoro:

Total area sq. kms.	Percentage of total Area	Land Area (sq. kms.)	Percentage of total land Area
11,925	16.34	11,711	16.05

Source: Planning Department, 2016.

Hence, Morogoro District was divided into 6 Divisions, 31 Wards and 151 Villages,



Table I- 2: Distribution of Administrative Units in Morogoro Rural:

No.	Division	Ward	Villages
1	Bwakira	5	21
2	Mvuha	5	28
3	Mikeke	3	13
4	Mkuyuni	6	27
5	Matombo	7	39
6	Ngerengere	5	23
TOTAL		31	151

Source: Morogoro District profile, 2016

2.3.3 Ethnicity:

The indigenous people of Morogoro Region are of Bantu origin. The Dominant Tribes in Morogoro Rural District area: Waluguru, Wakutu, Wazigua, Wakwere. The people who tend to concentrate in Mountainous areas are the Waluguru, Wakaguru and the Wapogoro. The nature of the District attracts other tribe to come and settle such as Wamasai, Wamang'ati and Wasukuma.

2.4.0 KEY POPULATION CHARACTERISTICS:

2.4.1 Introduction:

The 2012 Population and Housing Censuses is the fourth after Independence. The other Censuses were carried out in 1967, 1978, and 1988. Censuses provide data for preparation of social and Economic development policies which will support the implementation process of Tanzania Development Vision 2025.

At the Planning Level, the population and Housing Census data will play a central role in the formulation of realistic development plans for the Socio – economic Development of the people. As in the Tanzania situation where the Government is decentralizing its functions to the District Level, reliable and up-to date population and Housing Census data will help District Authorities to prepare development plans, which will reflect the aspirations of the people. (*Executive Summary Morogoro profile, Census 2002*)

2.4.2 Population Size and Growth:

As from the National level, at the District level the four Censuses have shown definite trends in the various characteristics of the Morogoro Rural.

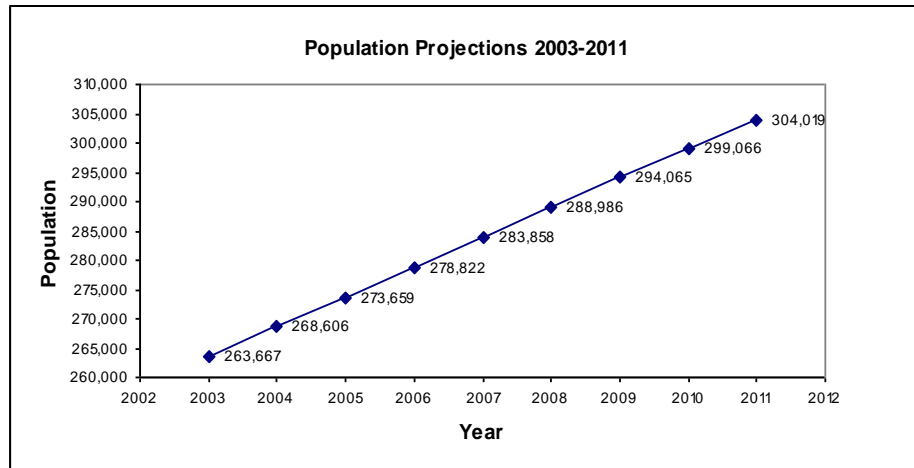
In 1967 population of 291,373, 1978 population of 344,083, in 1988 population of 430,237. Latest 2012 Population and Housing Census Morogoro District Population is 263,920 (Males 129,285, Females 134,635).

As from the 2002 census, the 2010 population projection is 299,066, where Male is 146,386 and Female is 152,680. **For 2016 total population is 304,019, male 148,869 and female 155,150.**

In Morogoro District, Generally the population of females continues to be bigger than the males.

The below figure shows population projection from 2012 – 2016

Figure 1:



The Graph above shows that, there has population growth in Morogoro District over the period from 2003 to 2012 respectively as population projection shows.

2.4.3 Population Density:

The number of people per Square Kilometre of Land area, or population density in Morogoro Rural is increasing. Population Census of 2002 shows population density of 22 people per square Kilometre from 25 people per square kilometre of 1988 and 15 people per square kilometre in 1967. Therefore the 2012 population density is projected to be 16.34 people per square km.

2.4.4 Population Age Groups and Sex Ratios:

The following Tables present population in Five Years Age Groups by Morogoro District.

The information contained in the tables will enhance the capacity of planners, policy, and decision makers at all levels to prepare plans, formulate policies, and revise programmes aiming at realizing social and Economic development.

Other needs like, capturing Primary School Age Group (14 – 19). As for Health Sector, the under five- age information will be useful for a variety of programs such as immunization, Maternal Health, Nutrition.

The electoral commissions will also benefit from the information on the population of 18 years and above with regard to the registration of eligible voters.



Table I-3: Morogoro District Population By Age In Five Years Age Groups - 2012

**MOROGORO DISTRICT POPULATION BY AGE DISTRIBUTION - 2012
(CENSUS PROJECTION)**

AGE	MALE	FEMALE	TOTAL	AGE	MALE	FEMALE	TOTAL
0	5216	5091	10307	34	1409	1669	3078
1	4693	4577	9270	35	2054	2317	4371
2	4553	4497	9050	35	1621	1691	3312
3	4842	4857	9699	36	1515	1693	3208
4	4297	4251	8548	38	1545	1697	3242
5	4685	4397	9082	39	1460	1502	2962
6	4652	4137	8789	40	1628	1904	3532
7	4370	4017	8387	41	1220	1358	2578
8	3671	3514	7185	42	1292	1421	2713
9	3731	3599	7330	43	1310	1276	2586
10	4045	3691	7736	44	1149	1155	2304
11	3603	3423	7026	45	1400	1504	2904
12	3838	3633	7471	46	1119	1143	2262
13	3851	3653	7504	47	1087	1168	2255
14	3680	3466	7146	48	1096	1142	2238
15	3742	3392	7134	49	984	1047	2031
16	3424	3091	6515	50	1142	1329	2471
17	3231	2979	6210	51	907	989	1896
18	3237	3136	6373	52	905	978	1883
19	2695	2729	5424	53	730	820	1550
20	2710	2920	5630	54	679	844	1523
21	2155	2349	4504	54	816	1045	1861
22	2244	2457	4701	56	719	981	1700
23	1935	2114	4049	57	656	856	1512
24	1788	1973	3761	58	673	842	1515
25	2241	2557	4798	59	632	717	1349
26	1763	2139	3902	60	819	966	1785
27	1608	2111	3719	61	546	716	1262
28	1765	2330	4095	62	592	718	1310
29	1510	2162	3672	63	508	578	1086
30	1940	2647	4587	64	360	475	835
31	1432	1971	3403	65+	7481	8038	15519
32	1639	2227	3866	TOTAL	146,386	152,680	299,066
33	1546	2014	3560	SOURCE: CENSUS PROJECTION 2012-2025			
				NBS			

Source: National Bureau of Statistics, Population and Housing census projection 2013-2025

From the above table can be seen that, in Morogoro District the population of children age from 0 – 4 which is 46,874 is higher than the other age groups, However the age group of 60-64+



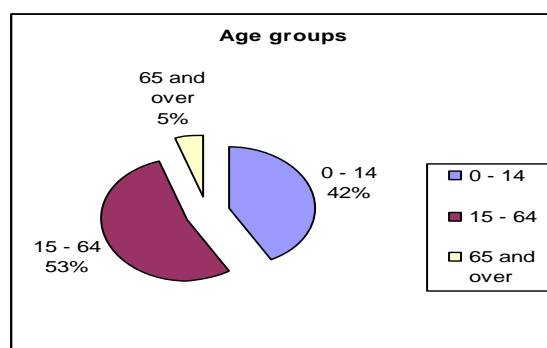
which is 6,278 more less than the other age groups remaining, that means the population is higher when the age is Smaller and the verse versa.

Table I-4: Distribution in Broad Age Groups; Morogoro Rural 2016

Age	Both Sexes	Male	Female	Percentages
0 – 14	124,530	63,727	60,803	42
15 – 64	159,017	75,178	83,839	53
65 and over	15,519	7,481	8,038	5
Total	299,066	146,386	152,680	100

Source: National Bureau of Statistics, Population and Housing census projection 2012-2025

Figure 2: Shows Percentages Ages In Broad Age Groups



From the above table and pie chart it can be observed that, with regard to the situation in Morogoro Rural the proportion of children the of year 0-14 age group is 42%, the proportion of old people 65 years and above is 5% And the proportion of working population (15-64) is 53%. That means the Population of Working Groups in Morogoro District is bigger compared to that of children (42%) and that of Old age (6%) respectively.

SEX RATIO:

The **Sex ratio** is defined as the number of males per 100 females.

$$SR = \frac{\text{Males}}{\text{Female}} \times 100$$



Table I - 5: Population and Sex ratios 2012 and 2016

	2012 Population			2016 Population			Sex ratios	
District	Total	Males	Females	Total	Males	Females	2012	2016
Morogoro	263,920	129,285	134,635	299,066	146,386	152,680	96	96

Source: The United Republic of Tanzania, 2012 Population and Housing Census and 2012-2025 census projection

2.4.5 Household size:

The average Household size, calculated by dividing the number of persons by the total number of households. The average Household in Morogoro Rural is 4.7 person per Household.

Table I-6: Population of Morogoro District by Sex, Number of Households and Average Household Size

	Ward	Type	Total population			Households	
			Male	Female	Total	Idadi	Average household size
	District total		129,281	134,655	280,484	56,723	4.7
1	Kasanga	Rural	4,629	5,377	10,006	2,117	4.7
2	Kolero	Rural	3,951	4,410	8,361	2,025	4.1
3	Mvuha	Rural	4,692	4,786	9,478	2,089	4.5
4	Selembala	Rural	2,358	2,330	4,688	998	4.7
5	Bwakila Chini	Rural	5,647	5,954	11,601	2,568	4.5
6	Bwakila Juu	Rural	2,623	3,036	5,659	1,199	4.7
7	Kisaki	Rural	6,387	6,501	12,888	3,008	4.3
8	Mngazi	Rural	4,142	4,344	8,486	1,914	4.4
9	Singisa	Rural	5,322	5,961	11,283	2,363	4.8
10	Mkambalani	Rural	5,382	4,894	10,276	2,183	4.7
11	Mikese	Rural	9,459	8,711	18,170	4,014	4.5
12	Kidugalo	Rural	5,371	5,335	10,706	2,211	4.8
13	Mkulazi	Rural	2,575	2,591	5,166	1,074	4.8
14	Ngerengere	Mixed	8,028	8,124	16,152	3,382	4.8
15	Tununguo	Rural	2,968	2,325	5,293	1,099	4.8
16	Kinole	Rural	5,975	6,056	12,031	2,363	5.1
17	Kiroka	Rural	10,528	10,919	21,447	4,937	4.3
18	Mkuyuni	Rural	9,059	9,862	18,921	3,930	4.8
19	Tegetero	Rural	3,046	3,242	6,288	1,253	5
20	Kibogwa	Rural	3,676	4,309	7,985	1,704	4.7
21	Kibungo Juu	Rural	2,806	3,222	6,028	1,299	4.6
22	Kisemu	Mixed	6,510	7,079	13,589	3,036	4.5
23	Lundi	Rural	4,772	5,059	9,831	2,084	4.7
24	Mtombozi	Rural	4,174	4,686	8,860	1,723	5.1
25	Tawa	Rural	5,205	5,522	10,727	2,150	5
26	Kibuko	Rural	4,480	4,980	9,460	2,342	5



27	Bungu	Rural	3,380	6,100	9,480	3,321	3.9
28	Tomondo	Rural	5,700	6,620	12,320	3,420	4.1
29	Matuli	Rural	4,000	5,550	9,500	2,300	2
30	Konde	Rural	6,900	7,000	13,900	4,000	5
31	Kidugalo	rural	5430	6669	12,099	4321	4.2

Source: 2012 Population and Housing Census - General

Table I-7: Population of Morogoro District by Sex, 2013 Census Projections

POPULATION (NUMBER)					
WARD	TYPE	No. of villages	MALE	FEMALE	TOTAL
District Total		146	146,386	152,680	299,066
1. Kasanga	Rural	4	2,998	3,377	6,375
2. Kolero	Rural	6	4,751	5,249	10,000
3. Mvuha	Rural	6	5,462	5,633	11,095
4. Selembala	Rural	5	2,937	2,974	5,911
5. Bungu	Rural	5	2,156	2,521	4,677
6. Bwakira Chini	Rural	4	6,334	6,682	13,016
7. Bwakira Juu	Rural	3	2,931	3,395	6,326
8. Kisaki	Rural	4	7,047	7,226	14,273
9. Mngazi	Rural	4	4,619	4,836	9,455
10. Singisa	Rural	6	6,065	6,734	12,799
11. Mkambarani	Rural	4	5,448	5,219	10,667
12. Mikese	Mixed	6	7,644	7,093	14,737
13. Gwata	Rural	3	2,753	2,611	5,364
14. Kidugalo	Rural	8	5,630	5,630	11,260
15. Mkulazi	Rural	4	2,900	2,924	5,824
16. Ngerengere	Mixed	3	6,641	6,503	13,144
17. Tununguo	Rural	4	3,318	2,632	5,950
18. Matuli	Rural	4	3,020	3,325	6,345
19. Kinole	Rural	6	6,939	7,028	13,967
20. Kiroka	Rural	5	11,835	12,306	24,141
21. Mkuyuni	Rural	9	10,295	11,217	21,512
22. Tegetero	Rural	4	3,611	3,811	7,422
23. Kobogwa	Rural	6	4,261	4,894	9,155
24. Kibungo juu	Rural	5	3,240	3,629	6,869
25. Kisemu	Mixed	4	4,794	5,204	9,998
26. Lundi	Rural	6	5,509	5,844	11,353
27. Mtombozi	Rural	7	4,676	5,194	9,870
28. Tawa	Rural	8	5,826	6,110	11,936
29. Konde	Rural	3	2,746	2,879	5,625

Source: NBS, Census Population Projection, 2013-2025 and 2012 Housing and Population Census.



2.4.6 Dependence Ratio and Economically Active Group:

For Morogoro Rural Dependence Ratio and Economically active Group can be clearly seen on the following table:-

$$DR = \frac{P_{0-14} + P_{65+}}{P_{15-64}} \times 100$$

Table I-8: Distribution of Morogoro District economically active group and dependence ratio in 1988, 2000, 2002 and 2010.

District	Economically Active Group			Dependants	Dependence Ratio
	Years 15- 44	Years 45- 64	Total		
Morogoro Rural					
1988	159,931	51,310	211,241	217,461	103
2000	208,366	67,035	275,401	283,222	103
2002	105,975	30,558	136,533	109,698	92
2010	123,789	35,228	159,017	140,049	88

Source: Morogoro Regional Socio-Economic Profile, 2012 and Planning Dept. 2016 MDC.

2.4.7 Rural and Urban Population:

Most of the people in Morogoro Rural are concentrated at Rural areas as the population is bigger than in the mixed type population. Rural takes 89% (234,179) people while in the mixed type areas takes 11% of the population that is (29,741) people.

That is to say, according to 2012 Census there is no urban type areas in Morogoro Rural only Rural and Mixed types of population (Ngerengere and Kisemu wards)

2.4.8 Migration: Other

In our District there is migrant and immigration of people. There are tribes migrates from regions includes Wachaga, Wamasai, Wasukuma and Wapare,

Likewise there are those who migrate within the District like the Masai, Wasukuma immigrates from one village to another in search of green pastures for their cattles.

Also the District indigenous themselves are migrating within the District depending on different reasons – good soil, climate. Generally it leads to positive and negative effects on the population respectively.

Generally population growth is influenced positively by birth and immigration and negatively by deaths and emigrations. People tend to flow into a District in search of new farm land, better postures and water for their live stocks and lastly but not least in search of a better life mainly through employment opportunities. Also people flow out of District for the same reasons.



2.5.1 Climate and Soils:

Temperature normally is changing from 20⁰c “Centigrade” to 30⁰c “Centigrade”. It rains from 600mm in flat areas up to 300mm in the mountainous areas. Heavy rain is in the month of March – May. January to February is a dry seasons while August – November is a hot season. Also January to July is a cold seasons.

There are different types of soils in our Districts namely; Sand soils in the places like Ngerengere, Kisaki. Cley type of soils in a place like Ngerengere - Kidugalo, Loam Soil type in Ngerengere – Matuli

2.5.2 Agro-Ecological Zones:

Geographically, Morogoro District divided into 3 areas; as follows:

Mountainous Areas:

This area takes the large part of Uluguru Mountainous; This Area takes 25% of the whole area of this District of Morogoro. Average total Rainfall is in 1000–3000mm annually. This area is good for growing Beans, Cardamon, Coffee, Black Pepper, Vegetables and Fruits.

Major problems in this zone are many and serious namely: soil erosion and deforestation caused by residents clearing land for crop farming. Transport communication is a very serious problem in the area due to the mountainous nature of the area.

Low Mountainous Zones:

This zone takes the biggest part of the area of North Morogoro and it takes 20% of the whole area of Morogoro. This area is on the highest ranging from 600m to 1200m from the sea level. Average total rainfall in this zone is 1000 – 2000mm annually. This area has sand type of soil which is good for growing Maize, Cassava, Finger Millet. The area is also good for Cattle keeping, Temperature of 29⁰c.

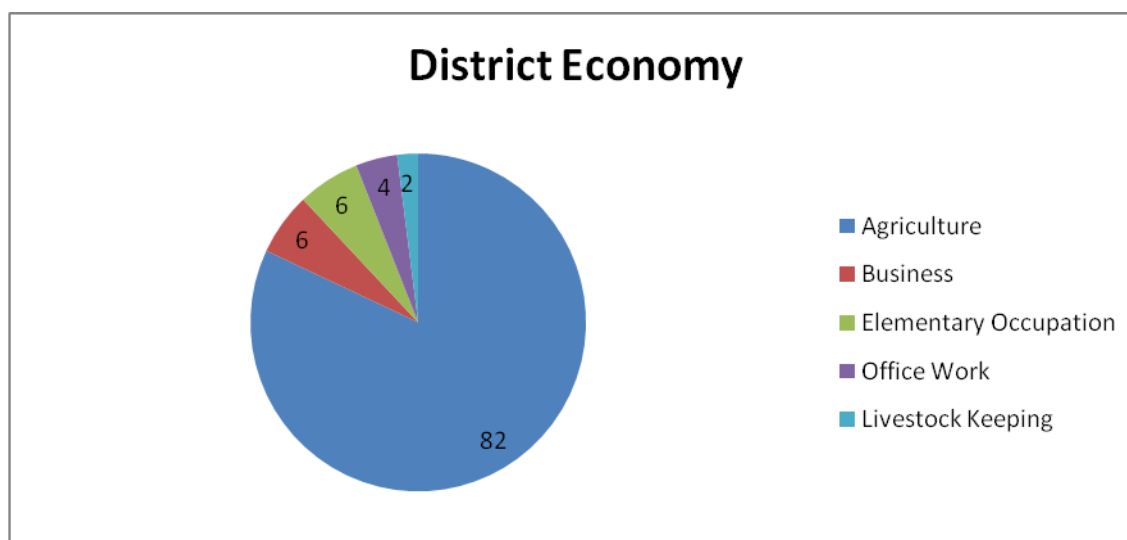
Savannah Zones:

This area is bigger than all other areas, it takes 55% of the whole area of the Morogoro District. The area is on the highest range between 600 to 800m from the sea level. Annually Rainfall is in between 900 – 1200 mm. The area comprises of rivers like Mgeta kafa, Ruvu, Wami, Msongozi, Mbulumi, and Ngerengere. The type of soil in this zone is good for cultivation of maize and rice. Also fishing activities is done in this zone.

2.6 DISTRICT ECONOMY

Morogoro District’s Economy is no exception it also depends on Agriculture, mainly from Crop production. Major food crops are Maize, Paddy, Cassava and Sorghum. Main cash crops produced are Cotton and Sisal.

82% of the adult population in Morogoro Rural earns their livelihood from Agriculture though mainly at subsistence level, 6% in Business Operation, 6% in Elementary Occupations, 4% in Office Work and 2% in Livestock Keeping.



2.6.1 Per Capital GDP

The Average individual annual income (Per Capital Income) in 2010/2012 for Morogoro Rural District is approximately US \$ 72 annually, (250 per day) – (O&OD- Opportunities and Obstacles to Development Process Source 2005.)

Morogoro Regional per Capital GDP at current prices in 2006 is Tshs. 418,850/= (Regional Socio-Economic Profile 2006).

2.7 PRODUCTIVE SECTOR

2.7.1 Agriculture

Table II-1: Distribution of total arable land and land under cultivation in the District

Total Area	Land Area	Water Bodies	Total Arable Land (Ha)	Land Under Cultivation (Ha)
Sq.Km.	Sq.Km.	Sq.Km.		
11,925	11,036	20	1,774,000	211,000

Source: Regional Socio-Economic Profile 2010

2.7.2 Food Crops

Maize is the predominant food crop grown in the District followed by Paddy. Other food crops Beans, Rice, Sorghum, Cassava, Banana.



Table II-2: Estimated Production (Tons) of Major Food and Cash Crops in Morogoro Rural.

TYPE OF CROP	TARGET (Ha)	TARGET (Tons)	ACHIEVEMENT(Ha)
Food Crops			
Maize	39,429	70,973	27,593
Paddy	20,588	51,469	17,349
Sorghum	19,041	28,562	4,509
Banana	3,900	97,500	5,849
Cassava	14,603	43,829	11,496
Mbaazi	833	443	-
Magimbi	3,600	44,136	4,336
Cash Crops			
Cotton	1,269	3,738	-
Coffee	1,916	942	1,229
Oil seed crop	832	470	5,052
Oil Seed Crop	603	901	1
Cashew nuts	1,000	506	60
Cloves	150	1,350	-

Source: Agricultural Dept. Morogoro MDC, 2016

2.7.3 Cash Crops

Sisal

Morogoro Rural is one of the main areas whose sisal is still found areas like Kidugalo - Ngerengere. The crop is almost entirely produced by Commercial farmers. Since the early 1990's many sisal estates have reduced production. This state of Affair has been attributed to low World Market Prices for sisal fibre compared to production costs.

Cotton

Morogoro Rural has both the soil and the Climate for the production of cotton, Cotton found in Kisaki, Mvuha, Ngerengere, Duthumi

Simsim

Simsim is another relatively important cash crop in Morogoro District, found in Ngerengere, Bwakira, and Mvuha.

Other Cash Crops

Pigeons peas is another cash crops in Morogoro Rural District though a minor economic importance, they are produced in relatively small quantities.



2.7.4 Irrigated Agriculture

Table II-3: Potential Irrigation Areas in Morogoro

NO	VILLAGE/ SCHEME	POTENTIAL AREA(Ha) FOR IRRIGATION	IRRIGATED AREA (Ha)	RIVER BASINS (water source)
1.	Kiroka	300	20	River Maembe, River Mwaya
2	Luholole	100	20	
3	Mfumbwe	50	20	
4	Kibwaya	30	5	
5	Tandai	100	3	
6	Tambuu	50	-	RWH
7	Mtombozi	50	-	
8	Tawa	45	-	
9	Lanzi	100	-	
10	Kibungo juu	180	4	
11	Mvuha	200	20	River Mvuha
12	Msonge	150	20	River Msonge
13	Dalla	80	10	
14	Tulo	150	10	River Mvuha
15	Kongwa	5000	-	River Mvuha
16	Bonye	5000	3	
17	Mbwade	3000	3	
18	Matuli	100	-	River Ruvu
19	Mlilingwa	200	-	River Ruvu
20	Kidunda	6000	-	River Ruvu
21	Magogoni	1000	10	River Mvuha
22	Mbalangwe	1000	5	River Msonge
23	Usungura	400	-	River Ngerengere, Ruvu
24	Kiganila	200	-	River Ruvu
25	Mngazi	100	-	River Mngazi
26	Milengwelengwe	100	-	River Mgeta Kafa
	TOTAL	23,685	153	0.6%

Source: Regional Socio-Economic Profile 2016

The following are Irrigation Schemes already developed and are in operation:

Kiroka Irrigation Scheme, Mlilingwa Irrigation scheme, Matuli Irrigation scheme, Tulo /Kongwa Irrigation scheme, Bonye Irrigation scheme, and Magogoni Irrigation scheme

2.8 LIVESTOCK DEVELOPMENT

Livestock keeping is the important employment of the people of Morogoro Districts. Most of the livestock keeping are practiced by the following tribes: Masai, Wasukuma, Wapare, and in small indigenous tribes and most of livestock keeper practice local keeping of livestock (indigenous breed).



Morogoro rural District in concentration of livestock, Divisions in the District which practice livestock keeping in large extent are Bwakira, Mvuhia, Ngerengere and Mikese. In Matombo Division and Mkuyuni Division livestock keeping practice in small extent.

2.9 NATURAL RESOURCES

STAFF: There is 17 working staff in natural resources sectors as indicated in the table below with their respective professions:

Profession/Designation	Number	Working Station
Forest Officers	3	2 at Morogoro head office 1 at Ngerengere division
Environmental Management Officer	1	at Morogoro head office
Game officer	1	at Morogoro head office
Tourism officer	1	at Morogoro head office
Beekeeping assistant	1	at Morogoro head office
Fisheries assistant	1	at Morogoro head office
Forest Assistant	2	at Morogoro head office
Game warden	1	at Morogoro head office
Forest attendant	3	at Morogoro head office
Assistant game warden	2	at Morogoro head office
Office attendant	1	at Morogoro head office

2.9.1 Forestry

A. Forest Cover

Morogoro District has 7.14 millions of hectares of forests which is equivalent to 60% of the district land area (11,925,000 ha). Out of 7.14 million Hectares, 7,096,582 hectares are of natural forests and 43,418 hectares are of planted forests. There are two types of natural forests normally managed and owned by Central government, Local government and Village /Community namely protected and production forests. Protected forests cover an area of about 117,100 ha, while production forests cover 3, 163.7 ha. Ugulo (3.5 hectares) is the only community forest reserve which is present in the District and used as traditional sacred forest. The remaining area of the forest land is covered by general land forests which are most potential for production of woody and non-woody forest products and commonly used for timber, fuel wood and charcoal production, construction materials (poles, posts), burning bricks and livestock keeping. However, the policy does not allow illegal harvesting of any forest product from general lands. According to the current National Forest Policy, a general land forest can also be gazetted as a forest reserve under central Government, District Council, Village Authority, Private Organization or individual management. Moreover, several non-gazette tree plantations and woodlots have been grown in primary schools, individual farms, religious institutions and private organizations.

The forests of Morogoro are important not only for the products and services they provide but they also safeguard the natural vegetation and regeneration capacity and



productivity, harboring endemic species of animal and plants, provision of animal habitats and conservation and management of water sources. They also form wonderful landscapes.

Apart from lack of proper management, there is a gap between wood and non-wood consumption and tree planting and management, the survival of planted trees in some parts of the district is very low and may be below 50%. This means that Natural forest protection is very important to prevent damages caused by fire, to stop unsustainable utilization and to preserve valuable tree species.

B. Major Ecological Zones and Composition:

Major ecological zone of the district are:

- Highland zone which is covered by Montane forest occupying about 25% of the district area;
- Lowland zone which is covered by Miombo woodland estimated at 20% of the district total land; while
- Savannah zone which is covered by Savannah woodland is about 55% of the remaining district area.

These zones are composed of several categories of subdivisions depending on soil type and vegetation cover. These are:

- (i) Mountain block: strongly dissected with outer and steep slopes, broad and narrow valley and limited plateau crests of high altitude: 1,500-2,300m a.s.l. are highly susceptible to erosion and landslides.
- (ii) In mountain plateaux: very strongly dissected mountains with outer and very steep slopes: 1,000-2,000m a.s.l strongly susceptible to soil erosion and landslides.
- (iii) Mountain Blocks of undulating to rolling foot slope: 2- 8% of semiarid to medium altitude: 500 – 1,000m. a.s.l.
- (iv) The foot hills; strongly dissected uplands and low hills transitional to high plateau or mountains, low to medium altitude; less than 750m a.s.l.
- (v) Semi humid plains; developed on intermediate metamorphic rocks, mainly well drained, undulating to rolling plains with slopes ranging from 2 – 10%, and altitude is below 750m .a.s.l.
- (vi) Semi – humid plains; developed on intermediate metamorphic rocks, level to rolling plains. Altitude is below 750m a.s.l.
- (vii) Inselbergs with foot slopes; steep granite inselbergs with moderately sloping foot slopes (2-8%).

C. Types of Forests in Morogoro District

1. Protective Forests

These include forests which have been reserved and protected for conservation of soil and water Catchments. Most of them in the district are owned and managed by Central government through the Regional Catchment Forests Office. Most of these forests are rain and riverhine forests. Protected forests for water catchments comprise 24,785 hectares of forest in the areas of Mount Uluguru, Mkulazi, and Pangawe. But deforestation is the major problem which is caused by



human activities such as cutting trees for the purpose of getting timber, fuel wood, and charcoal and construction materials. The problem can be solved / reduced by educating people on the importance of forests to human being and other biodiversity and on the consequences of deforestation so that they conserve, protect and manage natural forests for sustainable utilization.

2. Productive Forests

These forests are mainly for utilization purposes, some forests are reserved and some are in the general land. Reserved forests for production are grouped into Central government forest reserves, Local government authority forest reserves and Village land/community forest reserves based on the owner and manager of these forests. Most of these forests are Miombo woodland and dry land forests.

Table I: Protective Forest Reserves in Morogoro District Council under Central Government

No	Name of Forest Reserve	Location	Size in Hectares	Managed By
1.	Dindili	Mikese	1006.9	Central Government
2.	Kimboza	Mkuyuni	405	Central Government
3.	Kitulanghalo	Mikese	4,778	Central Government
4.	Mkulazi	Ngerengere	68,625	Central Government
5.	Mvuha/ Chamanyani	Mvuha	851.6	Central Government
6.	North Uluguru	Mkuyuni & Matombo	8,357	Central Government
7.	South Uluguru	Matombo & Bwakira	17292.7	Central Government
8.	Ruvu	Mkuyuni & Matombo	3,093.5	Central Government
9.	Vigolegole	-	904	-
	Total		105,313.7	

Source: Natural Resources Dept. 2015

Table II: Productive Forest Reserves under Morogoro District Council

No	Name Of Forest Reserve	Location	Size in Hectares	Managed By
1	Pangawe West	Mkuyuni & Mikese	84.2	District Council
2	Pangawe East	Mkuyuni & Mikese	768.5	District Council
3	Lukenge	Mkuyuni	57.9	District Council
4	Kilengwe	Bwakira Chini	984.0	District Council
5	Kisego	Mkuyuni	118.6	District Council
6	Mangala	Mkuyuni	26.0	District Council
7	Kasanga	Bwakira Chini	70.0	District Council
8	Milawilila	Mkuyuni & Matombo	15.0	District Council
9	Nemele	Matombo	8.2	District Council
10	Ngambaula	Matombo	2.8	District Council
10.	Ugulo	Mkuyuni	1.4	Local Community
	TOTAL		2136.6	

Source: Natural Resources Dept. 2015



Table III: Productive Forest Reserves in Morogoro District Council under Central Government authority

	Name of the Forest reserve	Location (Division)	Size in Hectares	Managed by
1.	Chamanyani	Mvuha	786.4	Central Government
2.	Kitulaghalo	Mikese	4778.4	Central Government
3.	Dindili	Mikese	1005.0	Central Government
4.	Mkulazi	Ngerengere	68,625.0	Central Government
5.	Mkungwe	Mkuyuni and Ngerengere	5,645.0	Central Government
Total			80,839.8	

Source: Natural Resources Dept. 2015

Community forests

These forests are mostly owned and managed by villages and Non – Government Organization (NGOs) or sometimes managed by Joint Forest Management. These types of forests in Morogoro District includes forest areas which are managed by communities for different purposes such as worshipping, ritual sites, fuel wood collection and charcoal making, livestock keeping, timber harvesting, local medicine and beekeeping activities. Ugulo (3.5 hectares) from which DIVISION, WARD AND VILLAGE is the only community forest reserve which is present in the District and used as traditional sacred forest.

D. Participatory Forest Management Program

The district has started PFM program in 2003/2004 by involving 20 villages which further divided into Mvomero district. At present 10 villages are involved in this program. These villages include Muhungamkola, Matuli, Kidugalo, Kiwege, Kidunda, Mlilingwa, Tununguo, Kisanga stand, Fulwe and Seregete B.

Table IV: Village Land Forest Reserves in Morogoro District Council under PFM Program with Management Plan Drafts

No	Name of Forest Reserve	Village	Ward	Size in Ha	Year of establishment	Managed By
1	Kila	Muhungamkola	Mikese	295.0	2004/ 2005	Village government
2	Ngong'olo	Muhungamkola	Mikese	77.0	2004/ 2005	Village government
3	Matuli	Fulwe	Mikese	272.55	2004/ 2005	Village government
4	Kidunda	Kidunda	Kidunda	1440.0	2004/ 2005	Village government
5	Nyingwa	Tununguo	Tununguo	1860.0	2004 /2005	Village government
6	Bebe	Kisangastendi	Tununguo	1422.38	2004/ 2005	Village government
7	Mibonnah	Matuli	Tununguo	3924.0	2004/ 2005	Village government
8	Yangeyange	Kiwege	Tununguo	680.0	2004/ 2005	Village government
9	Visanze	Mlilingwa	Tununguo	650.0	2004/ 2005	Village government
10	Ngwelengala	Kidugalo	Kidugalo	50.0	2004/ 2005	Village government
11	Gogo	Seregete B	Kidugalo	6000.0	2004/ 2005	Village government
	TOTAL			16,670.93		

Source: Natural Resources Dept. 2015



E. Tree Planting and Environmental Conservation

Forests are very important potential resource which can lead to economic development, good and attractive environment and reliable rainfall. Tree planting is done by different stakeholders in most of the District land areas. Different organizations, individuals, Villages and schools are involved in tree planting in our District. Example of the NGOs and institutions which support and/or plant trees through involvement of community in the district include: WCST, CARE, UMADEP/SUA, World Vision, JWTZ, Primary and Secondary schools, Mkonge LTD and religious institutions.

Table V: Number of trees planted from 2009/2010 to 2014/2015 in Morogoro District:

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	Total
No. of trees planted	670,097	685,327	1,025,000	436,660	895,000	972,000	3,712,084

Source: Dept. of Natural Resources, Morogoro District, 2015

Table VI: NGO's/Institutions involved in Environmental Conservation activities in Morogoro District from 2010 – 2015

NO	NAME OF NGO	ACTIVITIES
1.	WCST –Wildlife conservation society of Tanzania	Environmental conservation Mount Uluguru North
2.	CARE	Environmental conservation Mount Uluguru South
3.	Morogoro Environmental conservation organization (MOECO)	Environmental conservation Education and Cultural Activities in rural Areas Ngerengere and Mvomero
4.	Uluguru Mountains Agricultural Development Project (UMADEP)	Agricultural Development in Morogoro.
5.	Morogoro Environmental Conservation Action Group(MECA)	Environmental conservation activities
6.	Tanzania Environmental and Sanitation Conservation	Environmental conservation
7.	Morogoro Environmental and Development Foundation(MEDEFO)	Environmental conservation
8.	Okoa Ardhi na Kuhifadhi Mazingira Katika Milima ya Uluguru(OAKMMU)	Environmental conservation Mount Uluguru
9	World Vision	Environmental conservation in rural Areas Ngerengere division

Source: Dept. of Natural Resources, Morogoro District, 2016

F. Forest Utilization

Apart from ecological functional values of forests such as soil conservation and habitats for biodiversity, forest resources have got different uses. These include production of timber for house construction and furniture making, fuel wood and charcoal for cooking, construction



materials such as poles and posts, local medicines, fruits, water sources (catchments values), carbon sink, climate regulation, pollination and provide fodder for livestock. Within the district Central government through Catchment Forests Office is the one who responsible for supervising, issuing licence and permit for harvesting and transporting forest products.

Problems facing forest sector are:

- Uncontrolled forest fires
- Inadequate resources (working facilities, funds and trained staff at division/ward level) ;
- Over exploitation/unsustainable utilization of natural resources
- Limited incentive for forestry activities due to lack of priority in forestry/environmental matters
- Livestock influx in dry season
- Bad mining practices along river banks and forest reserves
- Lack of village environmental conservation bylaws to most villages
- Encroachment of forest reserves for human activities e.g. settlements, cultivation and livestock keeping.
- Low education for the community on environmental/forest conservation

G. Control of Illegal Harvest of Forest Resources

The district through department of natural resources controls different illegal activities which destroy or overexploit forest resources and other natural resources by conducting patrols and effecting law enforcement. The district has built three natural resource's checkpoints at Kinguluwira, Ngerengere and Njia nne - Mikese where all transported forest produce loads through vehicles and bicycles are checked out to ensure that they do not possess any forest resources or other natural resources illegally.

H. Revenue Collection from Forest Products

The district earns revenues by collecting all forest royalties/ cess associated with harvesting and selling of forest products from general land such as timber, fuelwood, charcoal and poles/posts.

Table VII: Revenue Collection from Forest Products in Morogoro District Council from year 2008 -2015

YEAR	REVENUE (TSHS).
2008	18,264,194.00
2008	15,885,654.00
2009	25,520,643.50
2010	32,201,883.00
2011	13,611,362.00
2012	15,730,000.00
2013	13,895,300.00
2014	19,286,780.00
2015	21,342,608.00
Total	175,738,424.50

Source: Dept. of Natural Resources, Morogoro District, 2015



2.9.2 Fisheries

In Morogoro District, fishing activities are carried out in Ruvu, Mgeta and Mvuha rivers and in natural and constructed fish ponds. There are 9 natural fish ponds and 105 constructed fish ponds in the district. It is estimated that each constructed fish pond can produce atleast 30 kg of fish per year therefore for 105 fish ponds it is estimated that 3150 kg of fish are harvested annually.

Table VIII: Natural fish dams

No.	Name of village/place	Size (m ²)
1.	Pulambili	20,000
2.	Fatemi	8,000
3.	Kiyembe	9,000
4.	DAFCO	37,500
5.	Mlilingwa	4,200
6.	Lukulunge	75,000
7.	Magereza (Mkono wa mara)	9,600
8.	Ekanywa (Seregete B')	56,000
9	Sangasanga (JWTZ)	9,000
10	Tununguo	in river Ruvu
11	Kidunda	in river Ruvu

Source: Department of Natural Resources, 2015

Table IX: Constructed Fish Ponds

No	Name of Village/Place	No. of Fish Ponds	Ward
1.	Kibwaya	30	Mkuyuni
2.	Kinole	20	Mkuyuni
3.	Changa	5	Mkuyuni
4.	Kiroka	15	Kiroka
5.	Bamba	11	Kiroka
6.	Mfumbwe	5	Mkuyuni
7.	Matombo	10	Kisemu
8.	Kibogwa	5	Kibogwa
9.	Kibungo juu	2	Kibungo juu
10.	Kalundwa	2	Kinole
	Total	105	

Source: Department of Natural Resources, 2015

Table X: Number of Fishing Groups

No	Name of Village/Place	No. of Fishing Groups
1.	Bamba	5
2.	Kibwaya	10
3.	Kahundwa	2
4.	Kidugalo	3
5.	Kibungo juu	2
6.	Tununguo	1
7.	Kidunda	1
	Total	19

Source: Department of Natural Resources, 2015



**Table XI: Fish harvested (tones) and value (TShs)
in Morogoro District**

Year	Tones	Value (x 000TShs)
2005	8.8	22,000
2006	8.0	20,000
2007	7.0	17,500
2008	8.0	20,000
2009	6.0	15,000
2010	8.2	20,500
2011	7.8	19,500
2012	8.1	24,000
2013	7.6	21,500
2014	6.5	16,250
2015	6.0	18,000
Total	82	214,250

Note: One fisherman harvests an estimate of 2kg of fish per day in 20 days in a month.

Source: Department of Natural Resources, 2015

Table XII: Fish Resources

Year	No. of Licenses	No. of Fishing Vessels (Un registered)	No. of Fishermen	Production (Tones/year)	Value (x 000TShs)
2006	123	20	300	8.0	20,000
2007	131	25	310	7.0	17,500
2008	56	30	330	8.0	20,000
2009	106	23	280	6.0	15,000
2010	110	28	226	8.2	20,500
2011	100	30	385	7.8	19,500
2012	94	32	391	8.1	24,000
2013	67	27	315	7.6	21,500
2014	70	32	340	6.5	16,250
2015	86	32	340	6.0	18,000
Total	943	279	3217	73.2	192,250

Source: Department of Natural Resources 2015

2.9.3 Beekeeping

The district has potential areas for beekeeping activities which involve both the agricultural and forest lands. A part from National Park and Forest Reserves, beekeeping activities can be carried out all over the remaining district land as it has reliable and plenty source of bee forage i.e. nectar and pollen. Two types of bees can be distinguished, these are sting less bees: *Apis mellifera trigona or mellipona*, and sting bees known as *Apis mellifera scutelata*.

Beekeeping activities are important as they produce useful products to human being such as honey, wax, propolis, nectar, and ecosystem services like pollination, tourism and environmental conservation.



Table XIII: Institutions and villages involved in Beekeeping activities and the number of Beehives and Bee products harvested in Morogoro District

N o.	Name of Village/ institution	Name of beekeeping group/project	No. of Modern Beehives			No. of Local Beehives			No. of All Beehive s	Estim ated Harve st/ year
			With Bees	Witho ut Bees	Tot al	With Bees	Withou t Bees	Tot al		Honey Lt.
1	Muhungamk ola	PFM	22	10	32	0	0	0	0	220
2	Matuli	PFM	20	9	29	17	5	22	57	235
3	Kidugalo	PFM	12	3	15	8	0	17	32	120
4	Kisangastend i (Dete)	PFM	125	35	160	0	0	0	160	1250
5	Kidunda	PFM	30	8	38	5	6	11	49	245
6	Kiwege	PFM	5	5	10	0	0	10	10	50
7	Mlilingwa	PFM	6	4	10	4	0	4	14	60
8	Tununguo	PFM	6	4	10	0	0	0	10	60
	Pangawe	JWTZ Chuo cha Mafunzo ya Huduma	45	75	120	00	00	00	120	1200
	Mikese	Dr.Kashuliza	10	-	10	0	0	-	10	100
9	Mikese	WOPATA	25	5	30	-	0	0	30	250
10	Mikese	PADEP	60	37	97	0	0	0	120	600
11	Mkambalani	Mwl. Ajuta	10	4	14	5	0	5	19	100
12	Luholole	Mushi John	13	6	19	6	2	8	27	190
13	Dalla	Mama Chamlungu	3	1	4	0	0	0	0	30
14	Magogoni	PADEP	60	7	67	34	12	46		600
15	Magogoni	Sasa kazi. (Magome)	0	0	0	20	20		40	200
16	Kiroka	Fikiri Salumu	8	3	11				11	55
	Grand total		460	210	676	91	45	77	703	5535

Note: 1 beehive produces an average of 10 litres (15 kg) of honey, and 0.25 kg of beeswax

Source: Department of Natural Resources 2016.

**Table XIV: Number of Beehives and Bee products in Morogoro District from 2006-2015**

Year	No. Beehives	Production					
		Honey		Wax		Propolis	
		Kg	Value(Tshs)	Kg	Value(Tshs)	Kg	Value (Tshs)
2006	276	2760	552,000	8,100	24,300,000	-	-
2007	320	3200	6,400,000	8,250	24,750,000	-	-
2008	425	4250	8,500,000	8,350	25,005,000	-	-
2009	467	4670	14,010,000	155	542,500	-	-
2010	610	6100	21,350,000	203	812,200	-	-
2011	685	6850	27,400,000	228	1,026,000	-	-
2012	689	6850	27,400,000	228	1,026,000	-	-
2013	814	6850	27,400,000	228	1,026,000	-	-
2014	824	9390	31,300,000	313	2,504,000	-	-
2015	854	7234	28,936,000	241	2,410,000	-	-
TOTAL	5964	58154	193,248,000	26,296	83,446,700		

Note: 30 kg of honey produces 1 kg of bee wax.

Source: Department of Natural Resources, Morogoro District Council, 2015.

Table XV: Number of modern beehives

Year	2010	2011	2012	2013	2014	2015
No. of beehives	457	560	689	814	824	854

Source: Department of Natural Resources, Morogoro District Council, 2015.

2.9.4 Wildlife

- I. The National wildlife Policy, 1998 gives direction to wildlife sector. The sector is responsible for various activities as stipulated in the Policy. The sector's responsibilities include: protection of human life and their properties, protection of wildlife against illegal hunting, overseeing the hunting industry and involving the community in conservation of natural resources. Morogoro District is rich in wildlife species which range from carnivores, herbivores, hogs, birds, amphibians and reptiles. Examples of these species includes: elephants, buffaloes, eland, hartebeest, wildebeest, lions, cheetahs, bush pigs, ostrich, vultures, snakes, and tortoises. Dominant species are wildebeest, impala and buffalo. This wildlife migrates to and fro within Selous Game Reserve and Mikumi National Park from our Open Areas and Wildlife Management Areas.

I. GAME RESERVE

The famous Selous Game Reserve is partly in this District the Selous Game Reserve is the largest Game Reserve in Africa. It is crossed by the Rufiji River and its tributaries which form a Network of lakes. The reserve covers a wide variety of wildlife habitats including lakes, open grasslands, acacia and miombo woodlands and reverie forests. Due to its unique ecological importance the Selous Game Reserve was designated a World Heritage site in 1981. The



Reserve is home to almost 60,000 elephants, and a high concentration of buffalos, wild dogs and hippos. Other species commonly seen are Lion, Bushbuck, Impala, Giraffe Baboon, few rhino and Zebra.

II. WILDLIFE MANAGEMENT AREA

There are two wildlife management areas namely Wami-Mbiki and Ukutu. Total area under community Wildlife management is estimated to be about 3,250 sq.km Wami Mbiki Wildlife Management Area is 2,500 sq kms and is managed under DANIDA funding through DHA. And Ukutu Wildlife Management Area is about 750 sq kms. Ukutu WMA is managed under WWF, and they have an investor who is **Green Mile safaris**. The areas under Ukutu WMA fall under 22 villages namely Mngazi, Sesenga, Kiganila, Tulo, Bwakira juu, Bwakira chini Gomelo, Milengwelengwe, Mvuha, Magogoni, Kongwa, Kisaki Kituoni, Bonye, Mbwade, Nyarutanga, Vigolegole, Dakawa, Bwila juu, Bwila chini, Lukulunge, Dala, na Kiburumo.

The Wami- Mbiki WMA is formed by 24 villages from 3 Districts (Morogoro, Mvomero and Bagamoyo) of which Morogoro alone contributes 3 villages namely Gwata ujembe, Fulwe, and Mkono wa Mara. Other 21 villages making the WMA fall under Bagamoyo and Mvomero Districts.

III. OPEN GAME AREAS

Important Open Game areas include Ngerengere and Mkulanzi. Mkulanzi area is surrounded by 8 villages namely Kidunda, Mkulazi, Lulongwe, Tununguo, Mlilingwa, Kwaba, Matuli and Chanyumbu. Mkulazi area attains a Forest Reserve status but is used as an open area to harvest wildlife by local hunters.

IV. WILDLIFE CORRIDORS AND MIGRATORY ROUTES

- a) Mikumi, Mkata, Twatwata, Dakawa, Wami Mbiki corridor approximately 1500 km² Animals do migrate from Mikumi to Wami Mbiki however, with human activities, the corridor/routes are in danger of being broken by farming livestock influx and charcoal burning. In fifteen years wildebeest from Mikumi are not reaching Wami Mbiki.
- b) Mikumi Kisaki Selous 100 km², although not well established but big herds are found in Kisaki open joining the Mikumi & Selous.
- c) Selous Gonabis, Kidunda, Ngerengere 2000 km² commonly the migration is in the past the connection was up to Wami Mbiki.

V. WILDLIFE UTILIZATION

There are three types of use of wildlife in the District. These are photographic safaris, tourist hunting and local hunting. Tourist hunting is allocated to 4 hunting blocks (areas) namely Gonabis/Kidunda, MK1, LA1, and R3. These hunting blocks make up a total area of about 2,507 sq km. Photographic safaris are taking place at Z1, Y1, KY1, and B1, with an area of about 2,990 sq km. Local hunting is exclusively taking place at Ngerengere and Mkulazi areas. Of the 4 hunting blocks only 1 block is outside Selous Game Reserve i.e., in Ukutu Wildlife Management Area (WMA). Likewise photographic safaris are exclusively taking place in Selous G R.



Table XVI: Revenue Collected from Tourist and Local Hunting in Morogoro District from 2006-2016

Year	Other Tourism Activities	Local Hunting	Tourist Hunting (25%)
2006	-	2,000,000.00	6,700,000.00
2007	-	2,966,686.00	14,383,083.00
2008	-	1,789,804.00	6,846,317.60
2009	-	3,812,394.00	16,846,317.60
2010	-	3,628,899.00	32,631,411.75
2011	-	7,572,125.00	12,132,490.00
2012	-	4,223,900.00	13,895,605.00
2013	-	4,149,800.00	1,190,919.09
2014	-	3,232,900.00	9,106,876.25
2015	-	4,321,900.00	-
2016	-	2,598,000.00	113,733,020.29
Total		40,296,408.00	118,506,123.11

Source: Department of Natural Resources, Morogoro District Council 2016.

2.9. 5. Tourism

Areas visited by tourists are the Selous GR, Mikumi NP, Kimboza Forest Reserve, Ulugulu Nature Reserve, Ukutu and Wami mbiki WMAs. The areas most visited are Mikumi and Selous GR. These two area are long time established hence posses good infrastructures for visitors as compared to WMAs and Forest Reserves. Infrastructures available in Mikumi NP and Selous GR are hotels of various status, road networks and transport. It is easier to reach Mikumi as it is located along the road to Iringa. Attractions available in Mikumi NP, Selous GR, WMAs and Kimboza and Ulugulu Forest Reserve are the wildlife, natural forest (vegetation), Fish, Birdlife, plains and terrain. On the other hand Mikumi National park is one of the Tanzania most popular consist almost the same species found in Selous Game Reserve. Some 300 species of birds have been recorded.

Tourists prefer to visit these areas in order to satisfy their needs and curiosity by participating in hunting, photographic tourism and camping. However the climate of Morogoro is conducive for visitors to stay longer.

Selous game reserve offers excellent game viewing for being the home to 50,000 elephants and large number of Buffaloes, Hippo and Wild Dog. Easily seen species are Lions, Bush Back Impala, Giraffe, eland the Gabon Zebra and Greater Kudu. It is also the home of a huge population of birds of many varieties.

Accessibility is a problem during rainy season in Selous where it is advised to take aircraft but during the dry season the reserve is accessible both from Morogoro and coast Regions.

Cultural tourism is another activity undertaken by tourist in Uluguru slopes and Kimboza areas. Local cultural tourism groups receive groups of students and adult tourists who have interest in Tanzania culture and send them to villages example, Kinole village



receives tourists and allow them to participate in local activities and learn the host cultures customs, traditional, practices and other forms of their respective lives.

VII. CHALLENGES:

- (a) Movement of wildlife from one protected area to another has been hindered by human activities such as agriculture, settlements, intensive animal farming (and pastoralists) and logging. Efforts must be done to enable land use plans implemented by all villages. Land use will limit land users to their respective areas. Wildlife migratory corridors and dispersal areas are crucial to wildlife.
- (b) Poorly developed roads and railway line cannot be able to serve the increased number of tourist. Efforts are needed to improve road networks. Also feeder roads within the Park and Reserves which are very poor be improved.
- (c) Most tourists who come to Tanzania are basically after seeing wildlife in protected areas. This wildlife is facing a big problem of poaching. Poaching for meat and ivory is rampant in Selous GR and WMAs there must be efforts to curb poaching, this will enable tourism to prosper in our region.
- (d) Most of protected areas in Morogoro district where wildlife are found, MKULAZI FOREST RESERVE and GONABIS protected area fully attacked with livestock, in which there is no wild animals in those areas as before. If this condition continues for a year there will no wild animals in our protected areas. There is poor habitat for sustainable growth of wildlife.
- (e) Lack of enough fund to manage all wildlife management activities (patrol, provision of conservation education to local people,) this is the big problem in the conservation of wildlife.

VIII. OPPORTUNITIES:

1. Uluguru Chiefdoms which still exists under Chief Kingaru is so much interesting to organized safari because there is much history to know in Morogoro region. Tourist will get to know the history on colonial efforts to move out the Walugurus in the mountains.
2. There archeological building and monuments in Morogoro region which have history to tell, these buildings date back to colonial time, these buildings are Municipal old market building and the activities in the market may draw some attention to tourist In order to achieve this, improvement of roads and sewage system at the market may be worthwhile for all weather tourist visits at the same.
3. **Sabasaba market is of the same interest as above especially the Sunday market, where marching guys settles for the weekend sales (Sabasaba is located at MOROGORO MUNICIPAL ?!).**
4. There is a slave trade caravan in the Wami Mbiki WMA which can be used as an attraction to tourists
5. Cultural tourism groups can be developed in places where tourist passes. These will enable them sell items and demonstrations that will enable them raise income.



2.9.6 Environment Conservation

Environmental problems (environmental degradation and pollution) are cross cutting issues involving more fields and has more close linkage with poverty. They may be natural catastrophe or caused by living things. Human being the leading and other animals also can do harm. The environment problems usually lead into unsustainable natural resources use. Man related activities are due to lack of alternative opportunities or lack of knowledge. There are poor agriculture practices, over harvesting of natural resources mainly as a source of energy, pollution through poor exposure of wastes, poor mining techniques etc. In all, there is overlapping of Ecological, Social, Economic factors with a link of weak institutional framework which contributes to inefficient implementation. However, the ecological part seems more touching to the poor community unkind with their livelihood.

A. Environment Problems

- 1) **Vegetation Degradation:** Trees and shrubs cover is severely degraded in many areas along the main roads and other trading areas. There is any easy open access to the forest resources for charcoal burning, timber extraction and fuelwood collection is alarming in the district as it saves the Morogoro Municipal market and external markets like Coastal and Dar es Salaam Regions.
- 2) **Uncontrolled Forest fire:** Mostly caused by farmers, hunters and pastoralists who burn the forests or open land for shifting cultivation, wild animals hunting and for cattle grazing.
- 3) **Soil erosion** involves the removal of top soils layer thus disturbs the substrate for germination of vegetation. Depletion of vegetation cover, bad agriculture practices in hilly areas has resulted to soil erosion in Matombo, Mkuyuni, Mvuha, and Bwakira division.
- 4) **Small holder mining:** There is river banks erosion which is caused by illegal small holder mineral mining activities along Ruvu river.
- 5) **Other sources of erosion:** There is an illegal influx of cattle from other regions including Arusha, Shinyanga and Mbeya to Kitulanghalo and Mkulazi forest reserves and in general land of Mikese, Ngerengere and Mvuha divisions leaving the areas bare, destroy the land and thus vulnerable to soil erosion.

Pollution:

1. **Waste Disposal:** Some of the streams sources which join major rivers like Ngerengere, Mgeta and Ruvu rivers start or pass through concentrated trading centre, where solid and liquid wastes dispose infrastructure are poor/lack. Due to poor waste disposal management, water bodies are in direct contact with toilets overflows, oils flow from garages and there are also chemical flows from some industries.
2. **Agrochemical Pollution:** Vegetable and fruits farming in many areas (hilly) involves the use of industrial fertilizers and pesticides. Residues from this upland, leach into rivers and consumed downstream.



- 3. Salanization and Alkalinization:** There is natural Alkalinization from seasonal flooding rivers causing areas waterlogged; others are caused by poor management of agriculture practices. Pad is grown in most of the low land area; poor irrigation method with addition of chemical fertilizers increases the above problems.

2.10 INDUSTRIAL DEVELOPMENT

In Morogoro District there are large and several small scale industries still operate under different capacities with different lines of products.

Table II-21: Distribution of large and several small scale industries Morogoro DC, 2015

SIZE	LARGE INDUSTRIES	MEDIUM INDUSTRIES	SMALL SCALE INDUSTRIES	VERY SMALL SCALE INDUSTRIES	PUBLIC INDUSTRIES	PRIVATE INDUSTRIES
Number of Industries	1	3	2	83	NIL	89
Names & Place Exist	Alliance One Tanzania (T) LTD Mkambarani	-Fatemi Sisal Factory (Kidugalo) African - Fibres LTD (Highlands) Mkambarani -UNNAT Fruits Processing LTD. Mkambarani	-Uruguru Fountain LTD Kiroka. -African Stone Quarry Maseyu	Milling Machines, Processing, Saw Mill, Bricks and Quarry. Morogoro District		

Source: Department of Business and Planning 2015.

2.11 BUSINESS DEVELOPMENT

Apart from Agriculture and livestock keeping there are other businesses which are part of the District economic activities, such business provide goods and services in the Urban and Rural areas. Some of those involved are shop owners, hoteliers, Industrialists, private professionals, and civil constructors. They provide revenue the central and local Government in terms of taxes, levies and business licenses fees. In the year 2007/2008 a total of 196 Business license were issued.

Table II-22: Business and Liquor license issued and fees collected for Morogoro District Council in 2009-2010

Year	No of Business licenses issued	Fees Collected by MDC	Number of Liquor License Issued	Feed Collected by MDC
2008/2009	774	17,377,537.00	16	231,000
2009/2010	736	18,292,930.80	42	1,193,000
2010/2011	114	-	11	360,000
2011/2012	122	-	21	660,000
2012/2013	196	-	23	740,000
2013/2014	75	40,000	57	2,828,000
2014/2015	87	20,000	41	1,642,000

Source: Department of Planning and Trade, 2015



Note: 2004 and 2007, The Government restricted the business license fees so as to reduce cost during the business start up phase.

2.12 MINING

In recent years the region has not played a significant role in mineral production. The sector however, could contribute greatly to the Regional Economy. Mineral Investigations are carried out; the technology is right and the capital available In our District a little mining is currently being undertaken for Ruby in Matombo in Morogoro rural District. Also the District is rich in construction minerals such as Sand, Gravel and Stones. The District is also rich in Industrial minerals or Limestone, Mica and Graphite.

2.13 ECONOMIC INFRASTRUCTURE

2.13.1 Road Transport

Morogoro District has got a number of roads with a total of 920.5 kms. The distribution and the percentage of these roads is shown here below

Table III-1: Type of road, length and percentage Morogoro district

Type of road	Road length	Percentage (%)
Trunk road	31.5	3
District road	406.8	38.14
Feeder roads	482.2	45.4
Regional roads	14.4	13.5
Total	1066.5	100.40

Source: District Engineer's Office, 2015

The above table shows that feeder roads among others roads in the district have a big coverage with 45.4% compared to Trunk, Regional and District roads which have less length therefore with a coverage 54.64% of total length of district roads.

2.13.2 Road length

Table III-2: The road network length by division and classification Morogoro:

Division	Trunk Road Kms	District Roads Kms	Feeder roads Km	Total
Matombo	-	56.90	65.00	121.90
Mvuha	-	69.00	114.20	183.20
Bwakira	-	100.50	69.00	167.50
Mkuyuni	-	39.10	130.20	169.30
Kisaki	-	-	28.00	28.00
Ngerengere	20.00	111.9	77.8	209.70
Mikese	11.50	29.40	-	40.90
Total	31.50	406.8	484.2	922.5

Source: District Engineer's Office, 2010



Table III-3: Length of road network by division and by type of surface

Division	Concrete/Tarmac Kms	Gravel Kms	Earth Kms	Total	% Earth Roads
Matombo	-	43.9	78.00	121.90	63.98
Mvuha		61.3	121.90	183.20	66.54
Bwakila	-	36.6	130.90	169.50	78.15
Mkuyuni	1.5	27.5	140.30	169.30	82.87
Kisaki	-	-	28.00	28.00	100.00
Ngerenger e	20	29.9	159.80	209.70	76.20
Mikese	11.5	8.5	20.90	40.90	51.10
TOTAL	33	207.7	679.8	922.5	

Source: District Engineer's Office, 2015

Out of 922.5 km of district roads, 889.5 km is surfaced by gravel and earths while the rest 33 km have tarmac/concrete type of surface. Therefore this shows that only 3.59% of the total lengths of district roads have concrete/tarmac type of surface roads, with tarmac/concrete type of surface can only be seen in divisions of Mkuyuni and Mikese.

Table III-4: Road length passable the whole year by division Morogoro District

Division	Total Road length Km	Length of Roads Passable year round	
		Km	% Total
Matombo	121.90	53.90	44.22
Mvuha	183.20	101.30	55.29
Bwakila	167.50	46.60	27.82
Mkuyuni	169.30	82.50	48.73
Kisaki	28.00	15.00	53.57
Ngerengere	209.70	49.90	26.30
Mikese	40.90	8.50	20.78

Source: District Engineer's Office, 2015.

The above table indicates that majority of roads in the district are not passable throughout the year except for Mvuha and Kisaki divisions which more than 50% of km of roads are passable all the year around. Divisions with impassable roads the year round with percentage less than 50% are Matombo, Bwakila, Mkuyuni, Ngerengere and Mikese which have 44.22, 27.82 and 48.73, 26.30 and 20.78 percent of passable roads respectively.



Table III-5: Distribution of the road network in the population, by division

Division	Estimated population 2008	Total Road Length Kms	Road Density Kms/1000 Population
Matombo	62,663	121.90	1.8
Mvuha	36,754	183.20	3.6
Bwakila	53,974	167.50	3.2
Mkuyuni	64,811	169.30	1.1
Ngerengere	41,084	28.00	3.5
Mikese	29,700	209.70	2.4
TOTAL	288,986	40.90	15.6

Source: District Engineer's Office, 2015

District efforts to rehabilitate district and feeder roads

District Council through the office of District Engineer has exerted effort to find some other means of communication. For instance in mountainous areas there is a donkey project to simplify transport in those areas. In flat areas carts and tricycles are emphasized to be used for transporting harvests other activities like carrying manure.

Also Tanzania Social Action Fund (TASAF) the project is emphasizing in giving skills in implementing village projects using available resources.

2.13.3 Railway Transport

Morogoro district have two (2) railways. These are Tanzania Railways Corporation (TRC) and TAZARA (Tanzania and Zambia Railway Authority). The Central Railway in the district passes in the wards of Kidugalo and Ngerengere from Dar es Salaam to Dodoma or Dodoma to Dar es Salaam. TAZARA Railway passes Kisaki ward from Dar es Salaam to Mbeya. Areas which TRC or TAZARA Railway passes have transport problems all the year round.

2.13.4 Air Transport

Air strip is in Ngerengere Division in Ngerengere Ward. This is used only for activities of "Tanzania Peoples Defence Forces – T.P.D.F." For this case the district has no airport which can provide service of that kind to ordinary people. See the table below which shows other means of transport /communication.

Table III-6: Other means of transport/communication

Type of service	Name	Lines
Harbour	-	-
Air port/Air strips	1.Ngerengere (Kizuka TPDF)	1
Telecommunication	Normal	2
	Mobile	3
Radio calls		2
Post offices	Ngerengere	1

Source: District Engineer's Office, 2015



2.13.5 Telecommunications and Postal Services

There were other post offices in Kidugalo, Kisiaki, Bwakira Chini, Matombo, Mikese, Ngerengere and Mvuha but all these were closed due to financial problems and the increase on mobile phones usage. In this part of telephone services, the district is having telephone in Ngerengere, and Matombo. Otherwise other areas where there institutions like churches there were “Radio calls” like Mvuha and Matombo which are not working at the anymore. Health Center's of Tawa, Duthumi, and Ngerengere also had been using “Radio calls” which are also not working. (Government owned). Mobile telephone which is a recent technology of communication service in the district can also obtained in rural areas such as Mvuha, Mngazi, Bwakira Chini, Mkuyuni, Kiroka and Tawa. Although Matombo, Ngerengere division is bit far from Morogoro town, also this service can be obtained.

2.14.5: Solar

Like “Bio-gas” “Solar” energy is used in few areas of Morogoro district. Recently solar power stations are erected in health centres of Ngerengere, Duthumi, and Tawa, Mlono, Kizinga, Changa. Also solar power is erected in workers houses at Kisiaki Kituoni, teachers’ house at Sesenga, Bwakira Chini and Mbwa. Also religion institutions and few individuals have erected this source of energy. Some NGOs like World Vision-Tanzania (W.V.T.)” have managed to erect this type of energy in their premises.

2.14.2 Wood/Charcoal

Energy of wood and charcoal are only which are utilized by majority. The reason behind is only that these source of energy are cheaper compared to other sources like electricity and solar power. These kind of energy becomes cheaper because they are locally available (Local available resources) 90 percent in total, of people in Morogoro district are using charcoal /wood see table III -7 above.

2.14.3 Kerosene

Majority of Morogoro district dwellers are using kerosene only for the purpose of lighting. Normally kerosene fuel is obtained from fuel filling stations, whole sale traders and retail traders. 60% of Morogoro dwellers are using kerosene in their daily life as indicated in table III -7 above.

2.14.4: Bio-gas

In Morogoro district “Bio-gas” is source of energy which could have been used so much because of big livestock population especially cattle. Normally this source of energy is using animal dropping. So long majority of people in this district are ignorant of this technology then it is not in big use.

2.14.5: Solar

Like “Bio-gas” “Solar” energy is used in few areas of Morogoro district. Recently solar power stations are erected in health centres of Ngerengere, Duthumi, and Tawa. Also religion institutions and few individuals have erected this source of energy. Some NGOs like World Vision- Tanzania (W.V.T.)” have managed to erect this type of energy in their premises.



2.15.0: SOCIAL SERVICES

2.15.1 THE HEALTH SECTOR

In Morogoro district there is no hospital.

In the district there are 8 RHC (7 owned by Government and 1 owned by RC), 43 Dispensaries which are owned by Government, Tanzania People's Defence Force (TPDF) 4, Prisons 3, Parastatal Organization 1, Religion Institutions 10 and Individual People 3, that make a total of 62 functioning Health facilities in the District.

2.15.2: Morbidity and Mortality

Morbidity and Mortality are the two immediate criteria, which define the status of human health. Morbidity is an incidence of ill health. It is measured in various ways, often by the probability that a randomly selected individual in a population at some date and location would become seriously ill in some period of time. Mortality is incidence of death in a population.

Morogoro is a well watered district to the extent that one cannot surprise that Malaria is a major Morbidity and Mortality problem. Diarrhoea is a water borne disease, a negative tribute to a district's well watered condition. Normally anaemia is associating with Malaria and Malnutrition. District prudent Malaria, Acute Respiratory tract Infection (ARI), Pneumonia, Intestinal Worms and Diarrhoea account for 80% of morbidity cases of the ten most commonly reported causes.

Table IV-1:1 The Ten Commonly Reported Causes Of Morbidity In Morogoro:

Under Five Years:

Diseases	Occurrences	Percentage (%)	Ranking
	Number		
Malaria	75,494	40	1
Pneumonia	26,486	14	2
Acute Respiratory Infection	22,643	12	3
Intestinal Worms	13,198	7	4
Diarrhoea	12,611	7	5
Skin Infection	10,470	6	6
Anaemia	6,824	4	7
UTI	3,724	2	8
Eye Diseases	3,660	2	9
Minor Surgical Condition	3,652	2	10
Total	374,572		

Source: Department of Health, Morogoro DC 2016

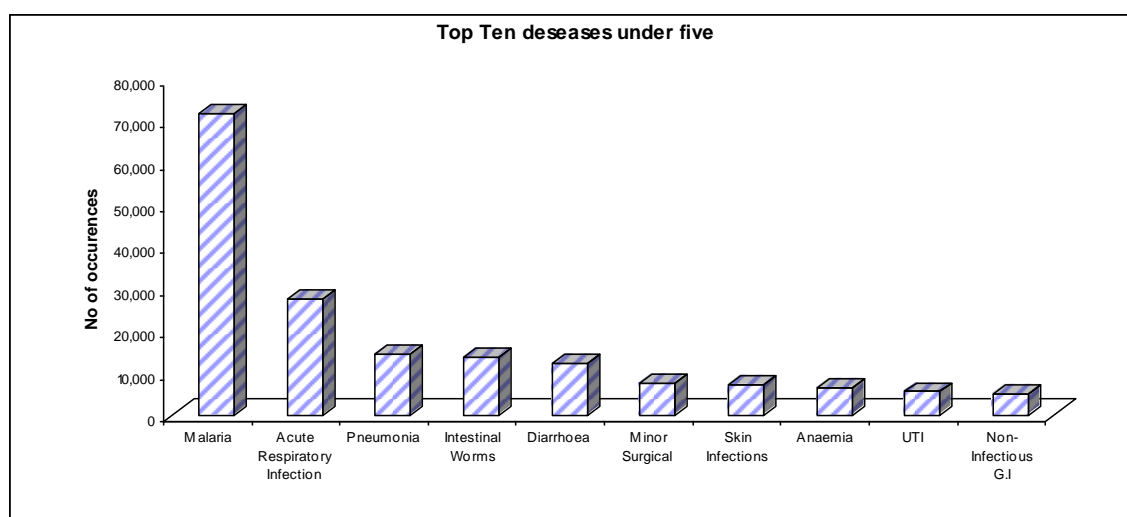


**Table IV-1:2 The Ten Commonly Reported Causes Of Morbidity In Morogoro:
Above Five Years:**

Diseases	Occurrences	Percentage (%)	Ranking
	Number		
Malaria	71,745	35.1	1
Acute Respiratory Infection	27,674	13.5	2
Pneumonia	14,577	7.1	3
Intestinal Worms	13,640	6.7	4
Diarrhoea	12,251	6.0	5
Minor Surgical	7,594	3.7	6
Skin Infections	7,118	3.5	7
Anaemia	6,270	3.1	8
UTI	5,494	2.7	9
Non-Infectious G.I	4,810	2.4	10

Source: Department of Health, Morogoro DC 2015

Figure IV 1: Top ten Diseases above five



From the above graph it can be revealed that; malaria is a leading diseases reported to cause morbidity in Morogoro District by 35.1% compared to other diseases followed by Acute Respiratory Infection by 13.5%, while the less reported diseases to cause morbidity are UTI by 2.7% and Non Infection gastrointestinal diseases by 2.4% respectively.



Table IV-1.2: Distribution of Health Services by Division in Morogoro District

DIVISION	TYPE OF SERVICES	NO.OF HEALTH SERVICES	NO.OF PEOPLE SERVED	PROPORTION OF SERVICES AMOUNT OF POPULATION OF SERVED	
				Real situation	Proper
Bwakira	Health centre	2	8,756	1:55,130	
	Dispensaries	7	46,354	1:5,824	
Mvuha	Health centre	1	40,415	1:45,211	Health Centre 1:50,000
	Dispensaries	8	40,358	1:4,610	
Matombo	Health centre	1	12,657	1:61,235	
	Dispensaries	8	49,102	1:6,518	
Mkuyuni	Dispensaries	9	68,726	1:7,988	
Ngerengere	Health centre	1	13,249	1:49,401	
	Dispensaries	12	35,348	1:3,601	
Mikese	Health centre	1	39,456	1:4,469	
	Dispensaries	9	43,456	1:4,458	Dispensary 1:10,000
Total	Health centre	6	209,358		
	Dispensaries	60	188,519		

Source: Department of Health, Morogoro District, 2015

Table IV-1.3: Distribution of VCT and CTC services by Division in Morogoro District

DIVISION	VCT	CTC
Bwakira	1	1
Mvuha	0	0
Matombo	1	1
Mkuyuni	1	1
Ngerengere	3	1
Mikese	0	1
Total	6	5

Source: Department of Health, Morogoro District, 2015

Table IV-1.4: Summary of Proportion of Health Centre and Dispensaries to Serve Population in Morogoro District

TYPE OF HEALTHY	NUMBER OF SERVICES	NUMBER OF USERS	PROPORTION
Hospitals	0	0	0
Health centres	6	163,992	1:37,383
Dispensaries	53	299,066	1:5,538

Source: Department of Health, Morogoro District, 2015



Table IV-1:5: Accommodation Capacity in Morogoro District

Required and existing proportion of beds to patients in Hospitals, Health centres and Dispensaries

	Hospital	Health centre	Dispensary
Proper (required proportion)	-	1:17	1:1
Existing Situation	-	1:21	1:1

Source: Source Department of Health, Morogoro District, 2015

Table IV-1:6: Important Health Indicators

MMR	Death 8 (454/100,000 live births)
IMR	51/1000 live birth
Under five Mortality Rate	81/1000 children
Life Expectancy at Birth	Females 51, Males 49
Crude Birth Rate	39/1000 population
Total fertility Rate	6.1 children/woman

Source: DMO'S Office, Morogoro DC, 2015

2.16 FINANCE

Finance department are responsible on quality service delivery to its clients and are chief advisor on all financial matters within the council.

District Treasurer shall advice District Executive Director necessary and valuable issues on financial matters.

Finance department together head of department are liable to make/facilitate financial statement and be submitted to Resident Auditor together with this also required auditors together with this also required to make sure council budget are prepared according guideline monitoring the practice of prepared budget.

Council financial local authority accounting committee be well prepared, and implementation should be elaborated clean.

2.17 AUDIT UNIT

It is required by law as per local Authority Financial Memorandum, Finance act capt. 45 there shall be internal Auditor in the council who will work hand in hand with District Treasurer but report his work to District Executive Director.

An Internal Auditor within the district shall make sure that internal control are complied as per the rules, laws and regulations.

An Internal Auditor within the district shall make sure that assets are well safe guarded as per regulations.

An internal auditor within the district shall make sure that risks, i.e. fraud, pilferage, misstatement are managed well.



2.18 THE WATER SECTOR

2:18:1 Water sources

Water sources in Morogoro district are Gravity water, Pumped water, Boreholes, Shallow wells, Chaco-dams, Rain water harvesting, Traditional water sources, River waters and Spring water

Table IV-2:1: Number of water sources in Morogoro

No	Water Source	Number	
		Working	Not Working
1.	Bore holes	12	2
2.	Shallow wells (pumped water)	314	25
3.	Gravity water	13	0
4.	Electricity Powered	3	1
5.	Diesel Powered	2	1
6.	Charcoal dams	9	2
7.	Rain water harvesting	2	0
8.	Traditional water sources	150	0
9.	River water sources	35	0
10.	Spring water	15	2

Source: Department of Water, Morogoro District, 2015

Rural Water Supplies Coverage in the District:

Estimated Total Population	–	284,484
Estimated Population Coverage	–	160,497
Estimated (%) of coverage	–	60.8%

2.18.2: Government objectives to provide water services

The objective of the Government is that, at a distance not exceeding 400m there must be a water point. Currently 50% out of the total population of Morogoro district are served with clean and safe water in a distance not exceeding 400m. This information (statistics) is by 2002 population and Housing Census.

The main objective of the revised National Water Policy 2002 was to develop a comprehensive and effective framework for sustainable development and management of the nation's water resources. The policy aims at ensuring that beneficiaries participate fully in planning, construction, operation, maintenance and management of community based domestic water supply (*NWP 2002*). Also the policy lays foundation for sustainable development and management of water resources in changing roles of the government from service provider to that of coordination, policy and guidelines formulation, and regulation



2.18.3: Projects of Water which are not operating

Nine (9) projects of water are not operating (pumped water). Most of machines and other instruments are out of order for a long time. Some efforts to rehabilitate these projects are being done by the district to find donors for the following projects. Mikese and Duthumi water projects put unto quick win action programme.

- (i) Kidugalo Water supply (**Operating now**)
- (ii) Mikese Water supply - (functioning)
- (iii) Fulwe Water supply - (functioning)
- (iv) Sangasanga Water supply - (not functioning)
- (v) Duthumi Water supply - (not functioning)

2.18.4: Shallow Wells which are not operating due to drought condition

Fifteen (25) Shallow wells are not operating due to drought condition. Due to rain shortage some of the shallow wells are not operating.

2.18.5: Water Companies

There is only one water company in the district dealing with provision of water services. The company is Mkuyuni Water Supply Company Limited.

Although the management of this company has been given training in leadership, book-keeping and report writing the management of these companies now send progressive reports concerning revenue and expenditure to the district water department.

Water committees some doesn't send their progressive reports to the above mentioned department.

2.18.6: Water Committees and Water Funds

In the district there are 60 water committees and the existing water funds have the sum of 46,880,500 shillings

2.18.7 District Objectives and Strategies

The objective of the district is to make sure that by 2010, 65% of people in the district are served with clean and safe water. District strategies are to increase more water sources and rehabilitating the existing water projects which are not operating.



2.19 THE EDUCATION SECTOR

2.19.1 Primary Education Sector Overview

Morogoro District Council plays major role in providing quality education. It plays a major role in Pre – Primary, Primary, post primary level of schooling as explained paragraphs that follows:

2.19.2 Pre – Primary

2.19.2.1. School and enrolment

Morogoro District Councils has 157 pre- Primary schools classrooms. There are about 5836 pupils enrolled in these schools of which 5814 accounts for boys and 5455 for girls. However, the District has 1 private Pre-Primary school which has a total of 71 pupils of which 25 are boys and 16 are girls.

2.19.2.2 Primary

There are 158 Primary schools in the council out of which 157 are government schools and 1 (one) is Non - government

2.19.2.2.1 Schools Enrolment

. The government schools have enrolled a total of 58581 pupils, where by 29859 are boys and 28722 are girls. A non-governmental school has enrolled 307 pupils, where by 155 are boys and 152 are girls. A table below shows the distribution of pupils in their respective classes;

Enrolment by age and sex I – VII 2012

TOTAL ENROLMENT			IDENTIFIED GRADE ONE PUPILS																	
Number of pupils I – VII 2017			Total Enrolled under 7-10 years			Under 6-7 years			8-10 years						9 years			10 years		
B	G	T	B	G	T	B	G	T	B	G	T	B	G	T	B	G	T	B	G	T
29859	28722	58581	6117	5529	11646	3037	3195	6232	3080	2334	5414	876	768	1644	251	181	432	0	0	0



2.19.2.3 Teachers

At this level of schooling teachers with certificate totals only **1250** out of 1700 required the deficit, however do not affect much as much of the teachers in primary schools teachers at this level.

Table 1.1: Teachers by Qualification and Gender

GRADE	MALE	FEMALE	TOTAL
III B/C	7	6	13
III A	491	624	1115
DIPLOMA	45	40	85
DEGREE	23	14	37
TOTAL	566	684	1250

Source: TSM March 2017

On average, the District experiences the deficit of 450 teachers from the available **1250** teachers. Their distribution in schools is uneven due to numerous factors the major being the environment at which the school is situated. That is to say, school situated in highlands highly face shortage of teachers due to limited conducive school infrastructures especially teacher houses. Furthermore ghost certificates teachers and retirement that no deficit in our district.

The table below provides gross status of teachers in the District.

Table 1.2: Teachers demand and deficit

DEMAND	AVAILABLE	DEFICIT	% DEFICIT
1700	1250	450	73.5

NB Teachers demand is obtained from standard PTR of 40

2.19.2.4 Infrastructures

The district has inadequate school infrastructures. However, the condition of the existing infrastructures is worsening annually. The magnitude of the problem affects more schools that are situated in mountainous areas. A table below shows the status of school infrastructures.



School infrastructure

TYPE	1 REQUIRED	AVAILABLE	DEFICIT	%AVAILABLE
Classrooms	1594	845	749	53
Teachers Houses	1626	346	1280	42.48
Latrines	2895	1230	1665	42.48
Offices	423	233	190	0
Store	1458	244	1214	18

Source: April – June, 2016 data collection database.

A table below highlights the status of furniture in the council:

TYPE	REQUIRED	AVAILABLE	DEFICIT	% AVAILABLE
Desks	27749	14618	13131	52.68
Tables	2535	961	1574	37.9
Chairs	2637	1773	1464	44.4
Cupboards	1458	244	1214	16.7

2.19.4 Capacity building

Efforts are being made to raise the capacitate teachers, head teachers and ward education coordinators

2.19.4.1 Pre – Service Teaching Training

The council is taking part in facilitating Teachers in undertaking basic Teachers Training in Collaboration with **64** Teachers Training Colleges. However, a total of **44** teachers are still facilitated in furthering their skills and knowledge in various Teachers Colleges, Institutions (Adult Education) universities and the Open University of Tanzania.

2.19.4.2 Constraints

- Lacks of funds to operate Teachers Resource Centers (TRC) remain as an outstanding challenge.
- Book Pupil ratio of 1:4 is still a problem more funds are needed to address this problem. A stated earlier, the problem results from regular curriculum changes.
- Shortage of School building e.g. Teachers houses only 346 are at present out of 1626 required. Classrooms only 845 Out of 1594 required. That means more disbursement of development grants in needed.



2.20 SECONDARY EDUCATION

There are 29 secondary schools in Morogoro District (28 government owned and 1 private owned). There are a total of 8932 students from form I to VI.

Table IV-3:9: Distribution of Secondary School in Morogoro

NO.	SCHOOL	DIVISION	WARD	NUMBER OF STUDENTS	NUMBER OF CLASS ROOMS
1.	Ngerengere	Ngerengere	Ngerengere	618	16
2.	Mkulazi		Mkulazi	120	5
3.	Kizuka JWTZ		Ngerengere	301	13
4.	Fatemi		Kidugalo	237	8
5.	Tununguo		Tununguo	204	7
6.	Bwakira Juu	Bwakira	Bwakira Juu	136	7
7.	Kisaki		Kisaki	518	12
8.	Singisa		Singisa	138	6
9.	B/chini		Bwakila Chini	450	12
10.	Milengwelengwe		Mngazi	450	10
11.	Kiroka	Mkuyuni	Kiroka	416	12
12.	Kinole		Kinole	320	9
13.	Tegetero		Tegetero	196	5
14.	Mkuyuni		Mkuyuni	644	15
15.	Tomondo		Kiroka	307	7
16.	Kibogwa	Matombo	Kibogwa	144	5
17.	Tawa		Tawa	237	12
18.	Kibungo Juu		Kibungo Juu	141	6
19.	Lundi		Lundi	241	8
20.	Mtombozi		Mtombozi	229	6
21.	Matombo		Konde	397	16
22.	Kisemu		Kisemu	333	10
23.	Mvuha	Mvuha	Mvuha	478	11
24.	Kolero		Kolero	146	10
25.	Selembala		Selembala	178	4
26.	Nelson Mandela	Mikeke	Mkambarani	486	18
27.	Mikeke		Mikeke	779	18
28.	Gwata		Mikeke	279	11
29.	Kizagila			110	4
Total				8932	273

NB: Data as January 2018

Source: Secondary Education Department, December, 2017.



2. 20.1 . Status on School infrastructure and Furniture is as follows:

Table: IV- 3:10: Status on school infrastructure government schools

S/N.	TYPE	REQUIRED	AVAILABLE	DEFICIT
1	Administration Blocks	27	3	24
2	Classrooms	381	260	121
3	Teachers' Houses	300	59	241
4	Toilets (Boys)	165	105	60
5	Toilets (Girls)	240	110	130
6	Hostels	27	2	25
7	Libraries	27	1	26
8	Meeting/Dining Halls	27	1	26
9	Laboratories	84	32	52
10	Kitchen	27	2	25
12	Examination Rooms	27	0	27

Table: IV- 3:11: Status on school furniture

S/N.	TYPE	REQUIRED	AVAILABLE	DEFICIT
1	Student Tables	8932	6377	2555
2	Student Chairs	8932	6377	2555
3	Beds	175	60	115
4	Bed mats	175	60	115
5	Teachers Chairs	305	117	188
6	Teachers tables	298	94	204

Source: Secondary Education Department December, 2017.

2.20.2 Teaching and Learning Materials:

Availability of Teaching and learning Materials are still inadequate despite efforts made by the government and Council to address the problem. This is due to inadequacy of funds parse put aside for procurement of Teaching and learning materials.

Table: IV- 3:12: Situation on text books in secondary schools I-IV



S/N.	TYPE	REQUIRED	AVAILABLE	DEFICIT
1	BASIC MATHEMATICS	8723	2174	6549
2	BIOLOGY	8723	2238	6485
3	CHEMISTRY	8723	1906	6817
4	PHYSICS	8723	2062	6661
5	ENGLISH	8723	1137	7586
6	KISWAHILI	8723	1035	7688
7	GEOGRAPHY	8723	839	7884
8	HISTORY	8723	636	8087
9	CIVICS	8723	963	7760
10	ICT	8723	45	8678
11	AGRICULTURAL SCIENCE	8723	72	8651
12	COMMERCE	8723	0	8723
13	BOOK KEEPING	8723	0	8723

Source: Secondary Education Department , December 2017.

Table: IV- 3:13: Situation on Text Books in Secondary Schools V-VI

S/N.	TYPE	REQUIRED	AVAILABLE	DEFICIT
1	ADVANCE MATHEMATICS	1260	0	1260
2	BIOLOGY	1260	0	1260
3	CHEMISTRY	1260	0	1260
4	PHYSICS	1260	0	1260
5	ENGLISH	1260	0	1260
6	KISWAHILI	1260	0	1260
7	GEOGRAPHY	1260	0	1260
8	HISTORY	1260	0	1260
9	GENERAL STUDIES	1260	0	1260
10	COMPUTER SCIENCE	800	0	800
11	AGRICULTURAL SCIENCE	300	0	300
12	COMMERCE	120	0	120
13	ACCOUNTING	120	0	120
14	ECONOMICS	120	0	120
15	FRENCH	120	0	120
17	NUTRITION	120	0	120

Source: Secondary Education Department, September 2017.



2.20.3 Overall Secondary Education Development Programme Performance

- Secondary Education Development Programme, (SEDP II), is a medium, terms (5 years) programme that focuses on six strategic components of Secondary Schools sector namely.
- Enrolment expansion which
- Focus on ensuring access and equity.
- Quality improvements Strengthening capacities
- Addressing cross cutting issues.
- Strengthening Institutional arrangements
- Undertaking educational Research
- Conducting educational Monitoring and evaluation.

2.20.4 Enrolment Expansion:

Enrolment and access to Secondary Education has been given priority by the council prior and since the inception of SEDP II.

The Council with collaboration with wards has managed to enroll all students who performed standard seven examinations.

2.20.5 Quality Improvement

Improved quality of teaching and Learning, and provision of quality services will have a positive impact in learning outcomes. Factors determining quality of the process of teaching and learning such as training and up grading of teachers, an adequate numbers and quality of human resources required to manage teaching, Monitoring and evaluating education process. It further focuses on ensuring the provision and availability of quality gender responsive teaching and learning Materials for quality learning outcomes.

2.20.6 Human Resources:

One of the key factors is Teachers effectiveness in their qualification.

Morogoro District Council has a total of 576 teachers of which 332 are Male and 244 are Female.

Table: IV- 3:14: Number of Teachers by qualification in government secondary schools



S/N	EDUCATION	SCIENCE	ARTS
1	MASTERS DEGREE	0	8
2	DEGREE	89	217
3	DIPLOMA	74	188
	JUMLA	163	413

Source: Secondary Education Department , December 2017.

2.20.7 Problems in Secondary Education

Despite the achievements so far attained in the implementation of SEDP, there are several constraints that had affected the programme. The following are some of the constraints that need to be addressed:

- The problem of desks still exists in many schools.
- The current book Pupils ratio of 1:3 is still a problem. More funds are needed to address this problem.
- Pit latrines are still a big problem in the Council
- There are inadequate funds for in – services training hence very few teachers are accessible to training opportunities.
- Delay of funds elaboration leads delay in distribution of those funds to a particular place.
- Teaching and learning materials for Secondary Education programme are not enough.

2.20.8 VOCATIONAL TRAINING

Morogoro District has 2 vocational training centers: Kiroka masonry Training vocational training center and Kisemu Carpentry, Mansory.

Table IV-3:10: Vocational Training Centers in Morogoro DC

NO	TRAINING CENTRE	DIVISION	WARD	TRAINING OFFERED
1.	Kikundi kijijini	Mkuyuni	Kiroka	Masonry
2.	Matombo	Matombo	Kisemu	Carpentry, Mansory

Source: Secondary Education Department , December 2017.

2.21 OTHER DEVELOPMENT ISSUES

2.21.1 Women Protection and Development



Morogoro District comprises of 152,655 women respectively according to 2012 population and Housing census projection 2013-2025 of which in every 100 women there were 96 men. Most of women do participate in agricultural activities and take it as their major means of life.

Despite of women involvement in Agriculture compared to men benefits from agricultural products, in most cases men are the once who benefit from these products which lead to a situation where by there is descending type of development to men compared to women. In order to harmonize this situation there is a great need of having a strong strategy of enabling women to participate fully in decision making bodies at all levels. Various efforts have been made in increase the involvement of women in the decision making bodies, that is to say at the district level there are 14 councilors out of 41, which is equal to 34%, 5 women ward executive officers out of 29 which is 17% and 16 women village executive officers out of 146 village executive officers which is equal to 10%. Despite of examination results Primary school girls are given equal chance to join Secondary education, Government appointments as well as political positions are deliberately treated an equal manner. Not only that but also during budgeting time the management put into consideration the intervention of gender in different development activities or programmes. At household level and at community level women are encouraged to form economic groups which may them to an advantage of economic prosperity. Loans are highly recommended for Income generation activities.

Being in groups helps women and community at large to;

- Have solidarity and we feelings
- Easily being reached by service providers
- Easily access loans and other development supports.
- Expose their products through representation in different districts, sectoral or national organized exhibition like; International Trade Fair NANENANE, Local Government Authority, SIDO Day etc.
- Easily get Education and other capacity building from different Professional practisionals through group representation on seminars, workshops, study tours.

2.21.2 Cooperatives

The running and control of Co-operative Societies is done under the guidance of the Co-operative policy of 2002, Co-operative Societies Act No.20 of 2003, the Co-operative Rules of 2004, registrar circular and the Bylaw of each society.

The district has 19 co-operative societies which operate for different economic activities. Out of them, 15 are Savings and Credit Co-operative Societies (SACCOS), 3 are Agricultural Marketing Co-operative Societies (AMCOS) and 1 is a Specialized Skill Co-operative Society (Cargo Porters and Road Maintenance). 12 Agricultural Marketing Co-op. Societies which were dealing with cotton and coffee marketing are dormant.

SACCOS: Out of 15 SACCOS, 13 are found in Wards namely Kinole, Matombo, Mkuyuni, Kiroka, Tawa, Lundi, Mikese, Ngerengere, Mvuha, Bwakila chini, Kisiaki, and Mtombozi. Other 2 SACCOS are for the workers; DED – SACCOS and Teachers SACCOS.

**Table V-5:1: Distribution of Cooperative Societies by District 2015****A: ACTIVE SOCIETIES**

S/ N	Type of Co-op. Society	No	MEMBERSHIP				SHARES (Tshs)	SAVINGS	LOANS DISBURSED
			M	F	grp	Total			
1	SACCOS	15	3,515	1,554	233	5302	311,831,551	1,955,244,167	2,333,401,200
2	AMCOS	3	170	40	-	210	725,000	-	-
3	Special	1	22	-	-	22	700,000	-	-
	TOTAL	18	3,707	1,594	233	5,534	313,256,551	1,955,244,167	2,333,401,200

Source: Cooperative section, MDC 2016

2.22 ADMINISTRATION

Morogoro District Council has a total number of 2,643 employees, it has 13 departments and 6 units as follows

1. Administration
2. Finance and trade
3. Primary Education
4. Secondary Education
5. Health
6. Sanitation and Environment
7. Land and Natural Resource
8. Water
9. Works
10. Community development and social welfare
11. Units
 - (i) Procurement
 - (ii) Law
 - (iii) Bee-keeping
 - (iv) Internal Audit
 - (v) Telecommunication, relational technology
 - (vi) Election

2.22.1 MAJOR ACTIVITIES IN ADMINISTRATION DEPARTMENT

- i) Recruitment of new employees of all department in the council
- ii) Controlling different resources in the council such as human resource, financial resources and others.
- iii) Controlling disciplinary action to the employee
- iv) Dealing with terminal benefits of the employees
- v) Promotion to the employees of the council
- vi) Motivation to the employees



CHAPTER III

3.0 COUNCIL VISION & MISSION AND OBJECTIVES

3.1 Introduction

The previous chapter presented the socio-economic situation analysis, highlighting the council's socio-economic status, challenges to be addressed and possible holding grounds of the way forward. This chapter presents the Council desired future state and strategic directions. It also presents our guiding principles to achieve objectives.

3.2 Vision Statement

The preparation of the new Council Vision started in 2006 when Council developed its first Strategic Plan (2006/07 – 2010/11). The gist of Vision 2025 is that by 2025 Morogoro community should have gone through an unprecedented economic transformation and development to achieve ; characterized by high levels of literacy rate and quality livelihood, rule of law; and having in place an educated and pro-learning society by the year 2025.

Morogoro District Council should have strong and sustainable Economy, community with high literacy, better life with peace and harmony by the year 2025.

In order to attain the long term aspirations of the Vision 2025, it is necessary to prioritize a few key interventions in an orderly sequence so that they complement each other to enable effective and optimal resource utilization. This requires a medium term planning tool to operationalize the long term perspective plan. Each five year plan will have a theme to underpin the thrust and priority interventions. Thus, the thrust of the first Five Year strategic Plan (FYDP, (2015/16 – 2020/21)) was to unleash council's growth potentials.

This is the second Five Years strategic Plan (2016/17- 2016/16) to implement Vision 2025 in view of the new paradigm. Two more strategic plans are envisaged: the third (2016/17-2020/21), and the last (2020/21-2025/26). These series of plans will chart out the growth path, which is dynamically consistent with the realization high quality life.

3.3 Mission Statement

The mission statement depicts the purpose of the existence of the institution. In other words, the mission statement of MDC addresses two major questions, first, what is the council business and secondly, who are key clients.

There are four major elements, which have been considered in formulation of the mission. These are:



a) Stakeholders Involvement:

In order to tame maximum cooperation and participation from various stakeholders' active involvement in formulating the mission is quite crucial. By doing so, a success in all development undertakings is guaranteed.

b) Quality, Sound and Sustainable Services:

The mission expresses the ultimate intention of the council to render quality sound and sustainable services.

c) Good Governance

Since the core function of the council is service delivery to its people, the community is the key client. Being the case it creates an enabling environment for development. Thus MDC mission can be realized if principles and norms of good governance are adhered to.

d) Shared benefits to the entire community

As long as the community being one the key stakeholder is involved in the preparation of the mission and the plan itself it is imperative for the mission statement to show an element of shared benefits to the entire community.

In order for Morogoro District Council to achieve its vision, its mission states as follows:

“Morogoro District Council in collaboration with all stakeholders strives to offer ‘adequate’ socio- economic services to community through utilization of available resources effectively and efficiently regarding basis of good governance

3.4 Core values

The following are the guiding principles or core values that will derive implementation of set objectives in a manner which is consistent with the roles of the district council. In order to enable district council achieve its vision and mission, Morogoro District Council staff and other stakeholders are required to observe and behave under the following guiding principles/values.

i) Equally owned by citizen through representation

All major decisions shall be made by the District Council. All citizens shall posse's equal chance to influence major decisions of the council through representation. All people should be given equal chances of being involved in all process of planning and decision making



ii) Commitment to local community empowerment

District Council's activities should aim at bringing an impact to local community. Local community should be allowed to monitor and evaluate the impact of council at their local levels

iii) Transparency

Ensuring transparency of processes, structures and communication. All financial matters are open to all citizens and other stakeholders. All financial transactions are liable for auditing and investigation

iv) Effectiveness and result oriented

District Council should be output-oriented, striving to deliver high quality services to its customers and clients. Performance of the district council employees will continuously be appraised on the basis of outputs and outcome achieved and not on inputs.

District Council should set and maintain high standards for its work. District Council should make things happen and is proactive to anticipate and address future matters and issues. District Council aims at choosing activities that deliver utility to its customers and clients – doing the “right” things

v) Efficiency

District Council should consciously aim at using all of its resources in the most efficient way as possible in order to serve its internal and external customers and clients

District Council should strive to deliver its services at minimal cost and in time

As it is always conscious of time. District Council should use its own and other people's time intelligently. District Council should constantly improve the way it works – doing things “right” and not doing things in a business as usual criterion.

vi) Team work and participatory

District Council should consciously aim at using all of its resources in the most efficient way as possible in order to serve its internal and external customers and clients

District Council should strive to deliver its services at minimal cost and maximal output in time

As it is always conscious of time, District Council should. Use its own and other people's resources so to achieve the intended goal.

Time intelligently. District Council should constantly improve the way it works – doing things “right” and not doing things in a business as usual criterion District Council manages itself organisation through a participatory manner, involving its internal and external stakeholders in decision-making processes.

District Council works in a team work manner in order to increase effectiveness and efficiency. District Council and its affiliate organizations staff should put their personal agendas and interest's aside in order to serve its organisational needs and those of its customers and clients



vii) Action learning and flexibility

District Council should use action learning approach in developing its new ideas and plans. District Council should become flexible to all matters so as to increase its effectiveness and efficiency

viii) Integrity and accountability

Being truthful, sincere, fair and consistent in all dealings. Acknowledging a person's dignity. Being thoughtful of people's needs and supporting them in ways that protect their ways and self esteem or dignity. Spending time and energy to ensure that people are well served. Avoid nepotism in service delivery. Avoid corruption. Employees will neither use public facilities for private gains nor seek or accept favor or inducement. Every person should be accountable to his/her decisions and actions

ix) Pursuit of excellence

District council employees will strive to achieve the highest standards in implementing their roles and actively seek opportunities to improve those standards

x) Diligence to duties

District council employees will attend regularly during their hours of duty and will devote themselves wholly to their works

xi) Continuous learning:

District council employees will continuously improve their knowledge and skills through short, medium and long terms training, both locally and internationally

xii) Proper use of official information:

District council employees will not withhold information which the public has right to know. However, they will not reveal or misuse official information which is confidential.

3.5 The Council's Objectives

The council objectives are the extrapolation of the mission statement. They state in a broad manner what the council intends to achieve in various sector or key result areas. It is the duty of the council in collaboration with its principal stakeholders to continuously strive and ensure prudent use of its resources for the realization of its vision and mission.

For the sake matter of simplicity and categorization the objectives have been coded in A to Z form. Either the coding does not imply prioritization as all carry equal importance. Further the coding is significant when preparing medium term expenditure Framework.



After analyzing the key areas of operations sector wise, the council has come up with **Seven Objectives** as listed below:

- A. Improve services and reduce HIV/AIDS infection
- B. Enhance, sustain and effective implementation of the National Anti-corruption Strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase quantity and Quality of social services and infrastructure
- E. Enhance Good Governance and Administrative Services
- F. Improve social welfare, gender and community empowerment
- G. Improve Emergency and Disaster Management
- H. Improve management of natural resources and Environment



CHAPTER IV

4.0 KEY SERVICE AREAS, STRATEGIES AND TARGETS

4.1 Categories of Key Result Areas

This chapter focuses on the key result areas on which the council intends to concentrate on in order to bring about sustainable socio – economic development to the entire community.

Basically the task of formulating strategic objectives in chapter III was made possible after examining the key result areas and subsequently extracted the targets in various portfolios.

The key result areas are:-

- Good Governance.
- Revenue Enhancement.
- Capacity Building
- Service Delivery.

4.1.1 Service Delivery Improvement

Most of targets that are outlined in every sector focus on improving the level of service delivery offered by the council.

In particular, targets under education portfolios are geared towards improvement of quality education in both primary and secondary schools. This can be attained by providing quality primary and secondary education.

Likewise other areas of Service Delivery where targets have been formulated include:

i) Improvement of health status in the MDC by.

- Reducing material and child mortality.
- Prevention of occurrence of epidemic and endemic diseases.
- Cleaning, collecting and disposing wastes.

ii) Improving community development services through.

- Sensitizing and creating awareness among the community on the importance of active participation in community activities particularly development undertakings.
- Activating participation of community in economic ventures.



iii) Institutionalizing planned human settlements by:

- Speeding up survey and demarcation of land plots for different uses.
- Regularization of squatter areas.

iv) Promoting Local Economic Development by :

- Training prospective small business cadre in order to equip with entrepreneurial skills.
- Availing channels for micro credit schemes.
- Establishing small Business Advisory Services
- Facilitating industry networking

v) Emphasis on Environmental conservation by:

- The use of low cost and environmental friendly fuel energy e.g. the use of saw dust, dry cow dung
- Conserving and beautifying the environment.

The above are few examples of various strategies envisaged in order to improve the level of service delivery. In order to improve services delivery in all portfolios, Council stakeholders have identified strategies to be applied in order to achieve targets set for difference portfolios. The Table below present summary of both strategies and targets.

OBJECTIVES, STRATEGIES, TARGETS, AND KEY PERFORMANCE INDICATORS

Department/section: Administration

Sno.	Target	Strategies/Activities	Output indicators per target
1.	9 WEO office constructed by 2021	Construction of 9 WEOs Office	Number of WEOs office constructed
2.	7 Motorcycles procured by 2021	Purchasing of 2 motorcycles every year	Number of motorcycles purchased
3.	10 village office rehabilitated by 2021	10 village office rehabilitated	Number of village office rehabilitee
4.	11 latrines constructed for VEOs office by 2021	Construction of 11 latrines for VEOs office	Number of latrines constructed
5.	7 VEOs offices completed by 2021	Completion of 7 VEOs office	Number of VEOs office completed
6.	37 new employees to be recruited by 2021	Recruitment to 37 new employee	Number of new employee recruited
7.	11 houses of staff constructed by 2021	Construction of 11 houses for staff	Number of houses constructed
8.	8 villages trained on good governance by 2021	Training on good governance in 8 villages	Number of villages trained
9.	20 villages trained on HIV prevention by 2021	Training on HIV prevention in 20 villages	Number of village trained

**Department/section: Agriculture & Cooperatives**

Sno.	Target	Strategies/Activities	Output indicators per target
1.	20 extension officer provided with short courses trained by the year 2021	Facilitation of short courses training for 4 extension officers every year	Number of extension officers provided with short course training.
2.	Processing machine for adding valve of paddy, maize sun flower purchased by 2021	Procurement/purchased of 5 processing machine every year	Number of processing machine procured
3.	4 irrigation schemes constructed by the year 2021	Construction of 4 irrigation schemes	Number of irrigation scheme constructed
4.	10 new SACCOS established by the year 2021		
5.	200 SACCOS member trained on SACCOS management by the year 2021	Training of 40 SACCOS members of SACCOS management every year	number of SACCOS members trained/provided with training
6.	60 SACCOSA leaders trained on SACCOS management and finance by the year 2021	Training of 12 SACCOS leaders on SACCOS and finance management every year	Number of SACCOS leaders trained.
7.	5 farmers markets constructed by the year 2021	Construction of 1 farmers market every year	Number of market constructed
8.	20 farmers field schools for food and cash crops established by the year 2021	Establishment of 4 farmers field schools every year	Number of farmers field schools established
9.	10 warehouse rehabilitated by the year 2021	Rehabilitation of 2 warehouse every year	Number of warehouses rehabilitated
10.	1000 farmers trained on improved agronomic practices on crop production	Training of 200 farmers on agronomic practices every year	Number of farmers trained
11.	5 staff house constructed by the year 2021	Construction of 1 staff house every year	Number of staff house constructed
12.	10 villages have been done land use plan by the year 2021	To facilitate land use plan for 2 villages every year	Number of villages planned
13.	4 tractors have been purchased by the year 2021	To facilitate procurement of 4 tractors	Number of tractor purchased
14.	9 rain water harvesting scheme have been constructed by the year 2021	Construction of 9 rain water harvesting schemes	Number of rain water harvesting schemes constructed
15.	25 projects were evaluated & monitored by the year 2021	Monitoring & evaluation of 5 projects every year	Number of Monitoring and evaluation reports

**Department/section: Planning**

Sno.	Target	Strategies/Activities	Output indicators per target
1.	Participatory planning implementation monitoring and evaluation system ensure by June 2021	Conduct monitoring and evaluation of council development plan	Number of Reports
		Soliciting funding through write ups & budget allocation of councils funds	Number of write – up prepared
2.	Service delivery enhanced by June 2021	Construct district head quarter at Mvuha	Head quarter constructed at Mvuha
3.	Revenue collection increased from 70% to 90% by the year 2021	Construct 6 markets at Mt Mba, Ngerengere, Mvuha, Mikese, Mkuyuni and Kisaki	Number of Markets constructed
		Construct 3 bus stand at Mikese, Ngerengere and Mtamba	Number of Bus Stand constructed
		To facilitate the construction of investment Center at Morogoro municipality	Number of investment Center constructed

Department/section: Finance

1.	15 accountant trained on awareness and prevention of HIV/AIDS by 2021	To facilitate training on 15 accountant on HIV/AIDS	Number of accountants trained on HIV
2.	8 Staff trained on EPICOR 9.05 accounting package by 2021	To facilitate training to 8 staff on how to use EPICOR 9.05 version	Number of staff trained on EPICOR 9.05 version
3.	3 accountant should possess CPAT by 2021	Train 3 accountant on CPAT review classes	Number of accountant having CPA
4.	Increase own source revenue collection form 700m to 1.2billion by the year 2021	<ul style="list-style-type: none"> • Empower VEOs on method of revenue • Creating new source of revenue • Reviewing rate of revenue collection by laws 	Collection reach 1.2 billion
5.	1 vehicle to finance department procure by 2021	Procure 1 vehicle for finance department	Availability of new vehicles procured

Department/section: Audit Unit

1.	To audit expenditure accounts	To audit subsidiary ledger books to ensure timely reporting	Number of subsidiary ledger books audited
2.	To audit revenue accounts	To audit revenue books to ensure proper revenue collections and banking procedures is adhere	Number of audited revenue collection books



Sno.	Target	Strategies/Activities	Output indicators per target
3.	To audit noncurrent assets	To audit all council assets to ensure proper maintenance as per regulations	Report of Council assets audited
4.	To audit pay roll	To audit employees if members are paid their dues salaries	Presence of pay roll reports
5.	To audit procurement unit	To audit PMU the compliance with PPA act of 2004 and its regulations of 2005	<ul style="list-style-type: none"> • Presence of report • Numbers of audit queries
6.	To audit Health department basket funds, drugs revolving funds, CHF health centers, dispensary MMAM & JRF	To audit health funds and value for money on the implementation of health projects	<ul style="list-style-type: none"> • Number of queries • Quality of the projects
7.	To audit work Department	To audit value for money on the implementation of council roads constructions.	Quality of roads constructed
8.	To audit planning department	To audit value for money on implementation of council “MKUKUTA”	Quality of projects
9.	To audit education department	Auditing value for money on the implementation of Council capitation and Development grants	<ul style="list-style-type: none"> • Quality of the project • Presence of reports
10.	To audit education Department Secondary education	Auditing value for money on the implementation of capitation and Development grants	<ul style="list-style-type: none"> • Quality projects • Presence of reports
11.	To audit water Department	Auditing on value for money on the implementation of Council water projects	<ul style="list-style-type: none"> • Quality projects
12.	Risk management	To audit risk management	Minimize number of risks
	PRIMARY EDUCATION		
1	Improve learning and teaching processes by 2021	Increase learning and teaching materials in 147 schools	Pupils book ratio
		To allocate and distribute teachers evenly in 147 schools	
		To motivate teachers in 147 schools	Number of promoted teachers
		Increase supervision and monitoring of the learning and teaching process in 747 schools	Number of school visits



Sno.	Target	Strategies/Activities	Output indicators per target
2	Improved learning and teaching information in 147 schools by 2021	To construct 231 teacher houses by 2021	Number of teacher houses
		To finish construction of 23 teacher houses	Number ooof house finished
		To construct 6016 desks, 234 chairs, 215 tables	Number of desks
		To construct 776 pit latrines by 2021	Number of pit latrine
		To construct 35 pre-primary schools classroom by 2021	Number of classes constructed
		To construct 276 classrooms by 2021	Number of classes constructed finished
		To finish construction of 22 classroom by 2021	Stores and office constructed
		To construct 9 stores and 18 staff offices	
	SECONDARY EDUCATION		
3	40 teachers' houses constructed by 2021	construction of 40 teachers' houses at 29 secondary schoools	Number of secondary school Teachers' Houses constructed
4	25 classrooms constructed by 2021	construction of 25 classrooms	Number of secondary school Classrooms constructed
5	14 laboratories constructed by 2021	constructions of 14 laboratories	Number of secondary schools' laboratories constructed
6	28 laboratories completed by 2021	completion of 28 laboratories	Number of secondary schools laboratories completed
7	30 pit latrines constructed by 2021	construction of 30 pit latrines	Number of pit latrines constructed
8	3 administration blocks constructed by 2021	construction of 3 administrtion blocks	Number of administration blocks constructed
9	6 hostel constructed by 2021	construction of 6 hostel	Constructed hostel at ngerengere secondary school
10	3 teachers' houses completed by 2021	completion of 3 teachers' houses	Number of secondary schools teachers' houses completed
11	3 laboratories equipped with Laboratories' equipments by 2021	Purchasing laboratories equipments	Number of equipments in the Laboratories



Sno.	Target	Strategies/Activities	Output indicators per target
12	648 tables and 616 chairs purchased by 2021	Procuring 648 tables and 616 chairs	Number of tables and chairs in the secondary schools
13	5 secondary schools installed solar power electricity by 2021	Installation of solar power electricity at 5 secondary schools	number of secondary schools installed with solar electricity
COMMUNITY DEVELOPMENT			
1	Capacity Building To 300 Ward Leaders On Good Governance Enhanced By 2021	To conduct training to 29 ward and 70 village leaders on hamlets and village registration by 2021	Number of ward leaders capacitated
		To facilitate conflict resolution between farmers and pastoralist in 29 wards by 2021	
		To facilitate training to 20 CSOS and 100 WAD leaders on the better use of proper statistics in planning and projects write-ups by 2021	
		To conduct community awareness campaign in the importance of community participation on different projects undertaken in their localities by 2021	
		To conduct quarterly monitoring and evaluation to community intervention by 2021	
2	Enhance Use Of Appropriate Technology To 29 Ward Communities By 2021	To conduct sensitization meeting to 29 wards on better houses and improved latrines construction and usages by 2021	Number of wards using appropriate technology
		To conduct training to 200 local fundi and 300 community leaders on the use of appropriate technology by 2021	
3	Enhance Conducive Environment Of 35 Community Department Staff Through Proper Coordination By 2021	To facilitate construction of 5 ward community development officers houses by 2021	Number of community development officers with good working environments



Sno.	Target	Strategies/Activities	Output indicators per target
		To facilitate provision of transport facilities to 20 community development staffs by 2021	
		To facilitate annual leave to 50 community development staffs	
4	Gender Main Streaming Enhanced To 29 Ward Council Projects Intervention By 2021	To facilitate transport and health services to 500 people with disabilities by 2021	Number of wards projects with Gender mainstreaming
		To sensitize 20 ward communities on the group formation, training on income generating activities, VICOBA and provision of revolving funds to 160 women and youth groups by 2021	
		To conduct trainings to 29 wards communities in gender in development by 2021	
		To facilitate training to 34 community development staffs on VICOBA lending schemes by 2021	
		to facilitate commemoration of 4 national festivals yearly by june 2021	
	Enhance Advocacy And Political Commitment To 500 Leaders By 2021	To conduct training to 60 traditional drama and ngoma groups on gender transformative concepts on HIV/AIDS and grants provision to disseminate HIV/AIDS prevention information BY 2021	Number of political leaders enhanced
		To organize commemoration of Worlds AIDS day yearly by 2021	
		To facilitate sensitization meetings to 1000 community and faith leaders on right based and duty bound gender sensitive intervention	



Sno.	Target	Strategies/Activities	Output indicators per target
		To organize community event to sensitize on HIV/AIDS prevention, stigma and discrimination reduction campaign in 29 wards by June 2012	
5	HIV And Aids Plans From Lower Levels (VMACS AND WMACS) Prepared And Included In Council Compressive Plan By June 2021	To support community HIV and AIDS partnership planning to 2000 WMAC members in 29 wards by June 2021	Number of plans from lower levels included in council HIV plans
		To conduct quarterly supervision to 70 implementing partners on TOMSHA data Quality audit by 2021	
		To facilitate compilations of council HIV/AIDS comprehensive plans and yearly budget preparations by 2021	
		To support/facilitate 50 PLWHA groups networking in the district by June 2021	
6	Ensure 50 IGAs Groups Of PLHIV And Programmes That Cater For MVC Strengthened In The Council By 2021	To conduct a training to 500 PLHIV group leaders on IGA and entrepreneurship skills by June 2021	Number of IGAs groups and programmes catering for MVC
		To Provide financial grant support to 50 PLHIV groups on IGAS by June 2021	
		To support school uniforms to 6000 primary school MVC and school fees to 2000 sec. sch. MVC by 2021	
	Ensure HIV/AIDS Issues Mainstreamed In 200 Private And Public Sect Oral Plans By 2021	To facilitate consultative partnership meeting on HIV and AIDS interventions to 200 public-private institutions by 2021	Number of private and public plans with HIV and AIDS mainstreamed
		To facilitate development of HIV and AIDS work place interventions to 200 public-private sector by 2021	



Sno.	Target	Strategies/Activities	Output indicators per target
7	Strengthen Programme Management Including Monitoring And Evaluation By June 2021	To conduct quarterly supportive supervision, monitoring and evaluation by June 2021	Availability of monitoring and evaluation programmes
		To facilitate 6 CMAC representatives to conduct 2 yearly supportive supervision to HIV/AIDS implementers Intervention within Morogoro district by June 2021	
		To conduct by quarterly stakeholders meetings and facilitate CHAC quarterly TOMSHA collection by 2021	
		To facilitate quarterly office operations, purchase cards, secretarial services and computer consumables by June 2021.	
		To facilitate participation of co coordinators on National, Zonal and Regional annual meetings by 2021	
	799.4 km of roads maintained by the 2021	Routine maintenance works of 799.4 km of roads length	Km of road maintained
	103km of road improved by the year 2021	Sport improvement works of rods attended yearly	Km of road maintained
	50km of roads to undergo periodic maintenance by the year 2021	Periodic maintenance works road attended yearly	Km of road under gone periodic maintenance
	100km of roads to be rehabilitated by the year 2021	Rehabilitation works for 100km road yearly	Km of roads rehabilitated
	17km of Ubena Zomozi - Ngerengere road upgraded to bitumen standard by the year 2016	5km o road to be upgraded yearly	Km of roads upgraded to bitumen standard
	29 number structure constructed/maintained by the year 2021	7 bridges, 25culverts, 7 drifts to be constructed/maintained	Number of structures constructed
	12 roads village groups formulated and facilitated in road maintenance training by the year 2021	4 village road groups to be formulated and trained on road maintenance on road yearly	Number of village road groups trained



Sno.	Target	Strategies/Activities	Output indicators per target
1	Facilitate to conduct close supervision on road works projects by the year 2021	1 supervision vehicle purchased by the year 2021	Supervision vehicle in place
2	Communication network enhanced by the year 2021	Installation of communication towers facilitated in 7 villages	Number of communication tower installed
3	Enhanced court working environment at ward and division level y the year 2021	Construction of court building facilitated at Ngerengere Division	Constructed court building
4	Conducive working environment at ward and division level by	Construction of office building for works department	Number constructed office building
5	Development projects increased with the district b the year 2021	Construction of standard football play ground by the year 2021	Football play ground constructed
6		Installation of electricity at Fulwe, Lubungo, Mtego wa Simba villages facilitated	Number of villages electricity installed

FORESTR & ENVIRONMENT

1	24,500 tree planting in seven villages by June 2021	To plant trees in 11 villages such as Kasanga, Kitonga, Lundi, Tambuu, Ngong'olo, Misago, and Muungano, Maseyu, Gwata, Kinonko and Mikese	24,500 of trees planted in 7 villages and survived.
2	Tree planting in 3271 house holds by the June 2021	Planning 10 trees in cash house hold existing in the District	3271 of tree planted in different household
3	Provision of 50kg tree seeds in 10 millage by June 2021	Provide tree seeds to Konde, Kiswira, Mlono, Lundi, Gong'olo, Vihengele, Muungano, Misaga, Tambuu and Madamu	50kgs of three seeds received
4	To form 3 invironmental committee in three villages by June 2021	Function of invironmental committees in Kiroka, Kiziwa and Madamu Village	3 environmental committee formed
5	To establish modern beekeeping in 20 villages by June 2021	Establishment Beekeeping project Kiziwa, Mikese, Fulwe, Lubungo, Newland, Mtego wa simba, Muhunga Mkola, Kidugalo, Mlilingwa, Matuli, Kiwege, Kidunda, Kisanga stand, Tununguo, Dete, Tulo, Kongwa, Korelo & Magogoni	20 modern beekeeping projects established



Sno.	Target	Strategies/Activities	Output indicators per target
6	To purchase 2 land cruiser for Natural resource protection and Beekeeping project by June 2021	2 land cruiser for Natural resource protection and Beekeeping program	2 land cruisers purchased
7	To purchase 4 motorcycles for Natural resources management and Beekeeping project by June 2021	4 motorcycles for Natural resource management and beekeeping project	4 motorcycles purchased
8	Purchase of 4 laptop and 4 printers for natural resources and beekeeping by June 2021	4 laptops and 4 printers for record keeping in Natural resource department and beekeeping sector	4 laptops and 4 printetrs purchased
9	Formulation of ecotourism and cultural tourism in 8 village by June 2021	Formulation of tourism groups in Kisaki, Kibungo chini, Korelo, Mwarazi, Changa, Uponda, Kiswira, Kinole	8 ecotoursm and cultural tourism groups established
10	Establishment 1 of forest products check point by June 2021	Construction of 1 check point at Kisemu Village	1 forest products check point established
11	To facilitate 13 village environmental committees to protect village forest reserves by June 2021	Villages to be facilitated in formulation of committees are Fulwe, Muhungamkola, Matuli, Kidunda, Kisanga stand, Tununguo, Mlilingwa, Kiwege, Kidugalo, Lulongwe, Diguzi, Kwaba and Dette	13 village environmental committees established
12	To formulate 3 villages community forest reserve by June 2021	Formulation of Community forest reserve in Mlagano, Lubasazi and Lukange	3 new village community forest reserve established
13	To construct 12 land registry in 12 villages by June 2021	To construct land registry in Matuli, Mlilingwa, Kiwege, Tununguo, Tandai, Kivuma, Mwarazi, Kibwaya, Mfumbwe, Luholole, Ki uko and Madamu	12 land registry constructed
14	To conduct land survey in 4 villages by June 2021	Villages to be surveyed are Matuli, Mlilingwa, Kiwege and Tununguo	4 villages surveyed
15	To provide customer certificate right of occupancy to 5 village by June 2021	Village to be provided CCRO are Matuli, Mlilingwa, Kiwege, Tununguo and Kiroka Kiziwa	5 villages provided by customary certificate right of occupancy (CCRO)
16	To provide training in forest conservation in 6 villages by June 2021	Village to be trained are Kasanga, Kitungwa, Kizagila, Longwe, Ukwama & Kiziwa	6 village government leaders trained on forest conservation



Sno.	Target	Strategies/Activities	Output indicators per target
17	To formulate land use plans in 3 village by June 2021	Village to be formulated in land as plan are Lulongwe, Diguzi and Kwaba	3 land use plans formulated.
18	To conduct resurvey at Ukutu WMA boundaries and becoming in 21 villages by June 2021	Village to done are Bonye, Mbwande, Kongwa, Dalla, Tullo, Magogoni, Bwakila chini, Kiburumo, Kidunda, Kiganila, Lukulunge, Milengwelengwe	1 WMA boundery resurveyed and beacons.
WORKS			
19	Capacity building for land tribunal in 6 villages by June 2021	Village to be trained are Fulwe, Lubungo, Mikese, New land, Mtego wa simba, and Muhunga Mkola	6 committees of land tribunal trained
20	To provide training on Beekeeping in 147 villages by June 2021	All village in the District to obtain training on Beekeeping	147 villages trained on modern beekeeping
21	To provide training on Eco tourism and cultural tourism in 8 village by June 2021	Villages to be provided are Kisaki, Kibungo chini, Korelo, Mwarazi, Changa, Uponda, Kiswira and Kinole	8 village governments and committees trained
22	To provide training to the villagers on forest protection in 13 villages by June 2021	Villages to be trained on forest protection are Fulwe, Muhungamkola, Matuli, Kidunda, Kisanga stand, Tununguo, Mlilingwa, Kiwege, Kidugalo, Lulongwe, Diguzi, Kwaba & Dette	13 village governments and committees trained
23	To construct 4 staff houses in Mvuha village by June 2021	Construction of 4 staff quarters at Mvuha village	4 houses for council staff built in Mvuha village (DHQ)
24	To obtain training to natural resources 10 staff on intelligencies by June 2021	To train 10 staff of natural resource department on Natural resource intelligencia for protection	10 staff of Natural resource trained on intelligencia
25	To establish demonstration Apiary in 29 wards by June 2021	29 wards to be involved in demonstration Apiary	29 demonstration apiaries established in 29 wards
26	To provide training 2 village leaders on the right and importance of markets in the village in 2 village by June 2021	Village to be trained on importance of markets are Kibwaya and Luholole	2 villages government leaders trained on rights and importance of markets
27	Provision of training on business conduction record keeping and market searching for 6 division	Division to be trained Matombo, Mkuyuni, Mvuha, Ngerengere, Bwakira, Mikese	100 business people trained on business skills



	by June 2021		
Sno.	Target	Strategies/Activities	Output indicators per target
28	To purchase 1 computer desktop and 1 printer by June 2021	1 computer to be bought for record keeping and preparation of other documents	1 computer with printer desktop purchased
29	On job training on business administration with marketing to 1 trade staff by June 2021	To obtain skills on business administration and marketing to 1 staff	1 staff in the trade unit obtained skill on business and marketing techniques
30	Short courses on marketing and promotion to 1 staff by June 2021	To obtain skills on tourism marketing and promotion to 1 staff natural resources department	2 staff of natural resources trained on tourism, marketing and promotion

WATER

1.	8 trained water committee on prevention of HIV/AIDS	To train 8 water committee on prevention of HIV/AIDS by June 2021	Number of water committee trained
2.	10 staff trained on HIV/AIDS reduced	To train 10 staff on water department workers on HIV/AIDS reduced by June 2021	Number of staff trained on HIV/AIDS reduced
3.	83 shallow wells constructed in 18 villages	Construction of 83 shallow wells to the 18 villages by June 2021	Number of shallow wells constructed
4.	10 deep borehole drilled in 7 villages	Drilling of 10 deep borehole in 7 village by June 2021	Number of deep borehole drilled
5.	40 shallow wells rehabilitated in 16 villages	Rehabilitation of 40 shallow well on 16 villages by June 2021	Number of shallow wells rehabilitated
6.	7 gravity water supply scheme and pumped constructed in 7 villages	Construction of 7 gravity water scheme and 1 pump scheme at 7 villages by June 2021	Number of gravity water supply scheme and pumped scheme constructed
7.	6 gravity water supply scheme rehabilitated in 6 villages	Rehabilitation of 6 gravity water scheme on 6 villages by June 2021	Number of gravity water supply scheme rehabilitated
8.	6 water supply project extension in 6 villages	Extension of 6 water supply project in 6 villages by June 2021	Number of extension water supply scheme projects
9.	10 rain water harvesting project constructed	Construction of 10 rain water harvesting starting with schools and health center by June 2012	Number of rain water harvesting constructed
10.	4 dams constructed in 4 village	Construction of 4 Dams in 4 villages by June 2021	Number of Dams constructed
11.	7 Dams rehabilitated in 7 villages	Rehabilitation of 7 Dams in 7 villages by June 2021	Number of Dams rehabilitated
12.	28 Cowsos increased and community owned	Increase community owned water associations COWSO's from 3 to 28 by June 2021	Number of COWSOs increased



Sno	Target	Strategies/Activities	Output indicators per target
13.	5 scheme increased through private sector	Private sector participation increased from 0 to 5 scheme by June 2021	Number of scheme increased
14.	6 leaders villages trained on rain water harvesting	To train 6 villages leaders on rain water harvesting technology by June 2021	Number of village leaders trained on rainwater harvesting technology

HEALTH

1.	5 laboratory rooms constructed by 2021	Construction of 5 laboratory rooms	Number of Laboratory rooms constructed
3.	Drugs, medicine and equipment procedure by 2021	Procurement of drugs, medicine and equipment	Number of drugs, medical equipment procured
4.	75 health facilities conducted for supervision and distribution by 2021	conduct supportive supervision and distribution to 75 health facilities	Supervision and distribution conducted
5.	15 dispensary constructed by 2021	Construction of 15 dispensaries	Number of dispensary building constructed
6.	10 health centre upgrade and constructed by 2021	Construction and upgrade of 10 health centre	Number of health centre building constructed
7.	15 staff quarter constructed by 2021	Construction of 15 staff quarter two in one	Number of staff quarter building constructed
8.	15 incinerator construction by 2021	Construction of 15 incinerator	Number of incinerator constructed
9.	5 mortuary room constructed by 2021	Construction of 15 mortuary rooms	Number of mortuary room constructed
10.	10 water tank procured and installed by 2021	Procurement and installation of 10 water tank 5000litres	Number of 10 water tank procured
11.	One district hospital constructed by 2021	Construction of district hospital Phase II	District Hospital constructed
12.	2 x-ray machine, 2 ultra sound machine and 2 FACS count machine (CD4) by 2021	Procurement of 2 X-ray machine, 2 Ultrasound machine and 2 FACS count machine (CD4)	Number of x-ray, ultrasound and CD4 machine procured
13.	100 skilled health recruited by 2021	Recruit 100 skilled health staff for 20 health facilities	Number of health skilled staff recruited
14.	20 health facilities supplies by office e	Procurement of office equipment for 20 health facilities	Office equipment supplied to 20 health facilities
15.	106 trained by 2021	Conduct refresher course to new 106 health staff	Number of new employee refreshed
16.	75 health facilities provided with laboratory equipment and	Procurement of laboratories equipment and reagents to 75 to	Number of laboratory equipment procured



	reagents by 2021	health facilities	
Sno.	Target	Strategies/Activities	Output indicators per target
17.	3 ambulance and 2 staff vehicle procured by 2021	Procurement of 3 ambulance and 2 staff vehicle TOYOTA LAND CRUISER Hard top	Number of health facilities provided with with safe and clean water
18.	5 health facilities provided with plumbing and water engineering system b 2021	Provision of plumbing and water engineering system to 5 health facilities	Number of CTC services established
19.	10 CTC services established by June 2021	Establishment of 10 CTC to 10 health centres	Number of dental equipment procured
20.	75 health facilities provided with dental equipment by 2021	Procurement of dental equipment to 75 health facilities	Number of dental equipment procured
21.	5 Labour room dental clinic and eye clinic constructed by 2021	Construction of 5 labour room, 5 dental clinic and 5 eye clinic	Number of laboratory rooms constructed
22	10 OPD toilets rehabilitation and constructed by 2012	Rehabilitation and construction of 10 OPD toilets	Number of OPD toilets rehabilitated/construction
23	10 Motorcycle Purchased By 2021	Purchased Of 10 Motor Cycle	Number Of Motory Cycle Purchase



CHAPTER FIVE

SUMMAR OF TARGETS, ACTIVITIES AND PERFORMANCE INDICATORS

5.1 Introduction

This chapter intends to enumerate activities which will be implemented in order to reach target for every objective. For the purpose of simplicity and chronology enumeration of activities will fall from objective A to objective H. Furthermore performance indicators are provided in order to measure the degree of success for every target.

Department /Section Legal

Department/Section/Region									
Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
	SECONDARY EDUCATION								
1	Increase quantity and Quality of social services and infrastructure	40 teachers' houses constructed by 2021	Construction of 40 teachers' houses at 29 secondary schoools	8	8	8	8	8	
		25 classrooms constructed by 2021	Construction of 25 classrooms	5	5	5	5	5	
		52laboratories constructed by 2021	Completion of 52 laboratories	10	10	10	10	12	
		30 pit latrines constructed by 2021	Construction of 30 pit latrines	6	6	6	6	6	
		3Administrati on blocks constructed by 2021	Construction of 3 administrtion blocks	0	1	0	1	1	
		4 hostel constructed by 2021	Construction of 4 hostel	0	1	1	1	1	
2	Improve access, quality and equitable social services delivery	52laboratories equipped with laboratories' equipments by 2021	Purchasing laboratories equipments	10	10	10	10	12	
		648 tables purchased by 2021	Procuring 648 tables	129	129	129	129	132	
		616 chairs	Procuring 616 chairs	123	123	123	123	124	



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		purchased by 2021							
		5 secondary schools installed solar power electricity by 2021	Installation of solar power electricity at 5 secondary schools	1	1	1	1	1	
		28 secondary schools teaching and learning processes monitored by 2021	Monitoring of 28 secondary schools teaching and learning processes	28	28	28	28	28	
		28 secondary schools funds' audited by 2021	Auditing 28 secondary schools funds' use	28	28	28	28	28	
3	Improve services and reduce HIV/AIDS infection	28 secondary schools' staffs living with HIV/AIDS supported by 2021	Supporting staffs of 28 secondary schools living with HIV/AIDS	28	28	28	28	28	
	Improve social welfare, gender and community empowerment	28 secondary schools' heads, boards, teachers and ward educational coordinators review meetings 2021	Conducting educational review meetings with 28 secondary schools' heads, boards, teachers and ward educational coordinators	28	28	28	28	28	
AUDIT UNIT									
4	Improve access quality and equitable social service delivery	To audit agricultural projects	To audit and value for money on the implementation of council projects	4	4	4	4	4	
5	Enhance Good governance and Administratio	To Audit procurement exps:	To audit PMU as it is in compliance with PPA act 2004 and its regulations of	4	4	4	4	4	I/Auditor



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
	n services		2005						
		To audit accounts	Auditing of subsidiary books to ensure timely reporting and preparation of financial statement	1	1	1	1	1	
	PRIMARY EDUCATION								
7	Improve access quality and equitable social service delivery	Improve learning and teaching processes by 2021	Increase learning and teaching materials in 147 schools	147	147	147	147	147	
			To allocate and distribute teachers in 147 schools	147	147	147	147	147	
			Increase supervision and monitoring of the learning and teaching process in 747 schools	747	747	747	747	747	
8	Increase quantity and quality of social services and quality of social services and infrastructure	Improved learning and teaching information in 147 schools by 2021	To construct 231 teacher houses by 2021	46	46	46	46	47	DEO
			To finish construction of 23 teacher houses	4	5	5	5	4	DEO
			To construct 6016 desks	1504	1504	1504	1504	1504	DEO
			To construct 234 chairs	46	46	46	46	50	
			To construct 215 tables	43	43	43	43	43	
			To construct 776 pit latrines by 2021	155	155	155	155	156	DEO
			To construct 276 classrooms by 2021	55	55	55	55	56	DEO
			To finish construction of 22 classroom by 2021	4	5	4	4	5	DEO
			To construct 9 stores	2	2	2	2	1	DEO
			To construct 18 staff offices	4	4	4	4	2	
	PLANNING								
9	Enhance good	Participatory	Conduct monitoring	15	12	13	15	5	DPLO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
	governance and administrative services	planning implementation on monitoring and evaluation system ensure by June 2021	and evaluation of council development plan						
		Service delivery enhanced by June 2021	Construct Council's head quarter at Mvuhia					1	DPLO
10	Increase quantity and quality of social services and infrastructure	Revenue collection increased from 70% to 90% by the year 2021	Construct 6 markets at six division	1	2	1	1	1	DPLO
			Construct 6 bus stand at six division	1	1	1	1	2	DPLO
			To facilitate construction of investment Center at Morogoro municipality		1	2	1	2	DPLO
	Agriculture								
11	Improve services and reduce HIV/AIDS infection	10 groups of HIV victims trained on preparation of food nutritioned y the year 2021	Training of 2 groups of HIV victims on preparation of food nutrition every year		1		1		
12	Improve access quality and equitable social service delivery	20 famers field schools for food and crops have been established by the year 2021	Establishment of 4 farmers field schools every year	1	1	1	1		DACO
		1000 farmers trained on improved agronomic practices on crop production	Training of 200 farmers on agronomic practices every year	40	40	40	40	40	DACO
		10 new saccos	Establishment of 2 new SACCOS every	2	2	2	2	2	DACO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		established by the year 2021	year						
		200 SACCOS members were trained by the year 2021	Training of 40 SACCOS members every year	40	40	40	40	40	DACO
		60 SACCOS leaders were trained by the year 2021	Training of 12 SACCOS leaders from 14 SACCOS every years	12	12	12	12	12	DACO
		25 project were evaluated & monitored by the year 2021	Monitoring and evaluation of 5 project in every year	5	5	5	5	5	DACO
13	Improve access, quality and equitable social services delivery	20 Extension officers provided with short courses training by 2021	Facilitation of short courses training for 4 extension officers every year	4	4	4	4	4	DACO
		25 Processing machine for adding value of paddy maize and sunflower purchased by 2021	Procurement of 5 processing machine every year	5	5	5	5	5	DACO
14	Increase quantity and quality of social services and infrastructure	9 rain water harvesting scheme have been constructed by the year 2021	Construction of 9 rain water harvesting schemes	2	1	2	2	2	DACO
		5 farmers market constructed by the year 2021	Construction of 1 farmer market every year	1	1	1	1	1	DACO
		10 warehouses rehabilitated	Rehabilitation of 2 warehouses every	2	2	2	2	2	DACO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		by the year 2021	year						
		4 irrigation schemes constructed by the year 2021	Construction of 4 irrigation schemes	1	1	1	1		DACO
15	Enhance good governance and administrative services	Five staff house constructed by the year 2021	Constructed of 1 staff houses every year	1	1	1	1	1	DACO
		10 villages have been done land used plan by the year 2021	To facilitate land use plan for 2 villages every year	2	2	2	2	2	DACO
	ADMINISTRATION								
16	Improve services and reduce HIV/AIDS infection	20 Villages were trained on HIV prevention in working places	To conduct training on HIV in working places (Kisaki, Nyarutanga, Kiroka, Mfumbwe, Kasanga, Kizagila, Tununguo, Dete, Mlilingwa, Mbwa, Bonye, Ngerengere, Mikese, Mkambarani, Mtamba, Mtombozi, Mkuyuni, Kinole, Kinonko & Kibangile)	4	5	6	6.5	7	DHRO
17	Enhance, sustain and effective implementation of the National Anti-corruption Strategy	8 Village were trained on good governance by 2021	To conduct training in good governance by 2021	10	11	12	13	14	DHRO
		New 87 employees were recruited by	Recruitment to 87 new employees	31	14	14	14	14	DHRO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		2021							
		7Motorcycles procured by 2021	Purchasing of 7 motorcycles	1	2	1	2	1	DPLO
		11 Latrines constructed by VEOs Office	Construction of 11 latrines for VEOs offices	2	2	2	3	2	DHRO & DCDO
18	Improve access, quality and equitable social services delivery	1 WEO office constructed by 2021	Construction of 1 office for ward Executive Officers development project		1				DHRO & DCDO
		1 Village office rehabilitated by 2021	Rehabilitation of one village office		1				DHRO
		7 VEOs office completed by 2021	Completion of 7 VEOs office	1	1	2	1	2	DHRO
		11 House of staff were constructed at Village level by 2021	Construction of 11 house for staff	2	2	2	3	2	DHRO
	LIVESTOCK AND FISHERIES								
19	Improve access, quality and equitable social services delivery	5 facilitated villaged distribution of fingerlings by the year 2021	Distribution of fingerlings in 1 village every year	1	1	1	1	1	DLFSO
		5 villages facilitated purchasing of 25 improved dairy goats by the year 2021	Purchasing of 25 dairy goats in each village every year	5	5	5	5	5	DLFSO
		20 farmers trained on improved poultry	Training of 20 farmers improved poultry production and management in each	20	20	20	20	20	DLFSO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		production and management in by the year 2021	villages						
		8500 dog and cats vaccinated against rabies disease in Morogoro District by the year 2021	Vaccination of dogs and cats against rabies disease in Morogoro District	28	30	32	34	36	DLFSO
		2 Villages facilitated purchasing of 5 improved dairy cows in each village by the year 2021	Purchasing of 5 improved dairy cows in Mtamba and Kisumu	1	1	1	1	1	DLFSO
		4 Villages facilitated on establishment of 2 small ranches in each village by the year 2021	Construction of 2 small ranches in each village	2	2	2	2		DLFSO
		4 Villages facilitated on livestock harvest from 7 cow/HaLU to 4cows/HaL.U by the year 2021	Facilitation of livestock harvest in 4 villages from 7 cow/HaLU to 4 cow/HaLU	1	1	1	1		DLFSO
		Facilitate monitoring and evaluation of 14 implemented projects in Morogoro District by	Monitoring and evaluation of 14 implemented project in the District	4	5	6	7	8	DLFSO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		the year 2021							
		3 different groups of livestock keepers i.e kitchen dairy goat and dairy cattle facilitated on study tour in 5 villages by the year 2021	Facilitation of study tour to 3 different groups i.e kitchen, dairy goats and dairy cattle members in 5 villages	3	4	5	6	7	DLFSO
20	Enhance Good Governance and Administrative services	5 villages facilitated on cattle registration to control in coming cattle from other areas by the year 2021	Registration of cattle in 5 villages	6	8	10	12	5	DLFSO
	FINANCE								
21	Improve service and reduce Hiv/Aids infections	15 accountant trained on awareness and prevention of HIV/AIDS by 2021	To facilitate training on 15 accountants on HIV/AIDS	3	3	3	3	3	
		3 accountants should possess CPAT by 2021	Train 3 accountant on CPAT review classes	1	1	1			
22	Improve access, quality and equitable social services delivery	8 Staff trained on EPICOR 9.05 accounting package by 2021	To facilitate training to 8 staff on how to use EPICOR 9.05 version	1	2	2	2	1	
		Increased own source revenue collection from 1.2 billion to	Empower village executive officers on new methods of collecting revenue Creating new						



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		1.9 billion per year by 2021	sources of revenue Reviewing rate of revenue collected by laws						
		1 vehicle to finance department procured by 2021	Procure 1 vehicle for finance department						
	COMMUNITY DEVELOPMENT								
23	Enhance Good Governance And Administrative Services	Capacity Building To 300 Ward Leaders On Good Governance Enhanced By 2021	To conduct training to 29 ward and 70 village leaders on hamlets and village registration by 2021	0	4	5	6	7	DCDO
			To facilitate conflict resolution between farmers and pastoralist in 29 wards by 2021	0	6.2	7.5	7.8	6.8	DCDO
			To facilitate training to 20 CSOS and 100 WAD leaders on the better use of proper statistics in planning and projects write-ups by 2021	0	10.2	10.8	9.8	7.2	DCDO
			To conduct community awareness campaign in the importance of community participation on different projects undertaken in their localities by 2021	0	3.8	3.5	4.8	4.5	DCDO
			To conduct quarterly monitoring and evaluation to community intervention by 2021	0.8	1.5	2.2	2.8	3.2	DCDO
24	Community	Enhance Use	To conduct	0	3	4.5	6.0	7.5	DCDO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
	Development Social Welfare And Gender Empowerment Enhanced	Of Appropriate Technology To 29 Ward Communities By 2021	sensitization meeting to 29 wards on better houses and improved latrines construction and usages by 2021						
			To conduct training to 200 local fundis and 300 community leaders on the use of appropriate technology by 2021	0	3.5	4.8	4.2	3.8	DCDO
		Enhance Conducive Environment Of 35 Community Department Staff Through Proper Coordination By 2021	To facilitate construction of 5 ward community development officers houses by 2021	0	50	50	50	50	DCDO
			To facilitate provision of transport facilities to 20 community development staffs by 2021	0	4	5	6	7	DCDO
			To facilitate annual leave to 50 community development staffs	2.5	3.1	4.7	5.3	6.5	DCDO
		Gender Main Streaming Enhanced To 29 Ward Council Projects Intervention By 2021	To facilitate transport and health services to 500 people with disabilities by 2021	0	40.5	40.5	40.5	40.5	DCDO
			To sensitize 20 ward communities on the group formation, training on income	3.0	28.6	28.9	30.2	28.8	DCDO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
			generating activities, VICOBA and provision of revolving funds to 160 women and youth groups by 2021						
			To conduct trainings to 29 wards communities in gender in development by 2021	0	2.8	5.5	7.6	10.7	DCDO
			To facilitate training to 34 community development staffs on VICOBA lending schemes by 2021	0	4.6	3.5	4.1	5	DCDO
			to facilitate commemoration of 4 national festivals yearly by june 2021	1.5	3.8	5.1	6.2	7.5	DCOD
25	Improve Service And Reduce Hiv/Aids Infections	Enhance Advocacy And Political Commitment To 500 Leaders By 2021	To conduct training to 60 traditional drama and ngoma groups on gender transformative concepts on HIV/AIDS and grants provision to disseminate HIV/AIDS prevention information by 2021	0	8.5	9.2	10	10.3	CHAC
			To organize commemoration of Worlds AIDS day yearly by 2021	2.8	5.4	5.9	6.6	7.2	CHAC
			To facilitate sensitization meetings to 1000 community and faith leaders on right based and duty	0	4.2	4.9	5.5	6.5	CHAC



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
			bound gender sensitive intervention						
			To organize community event to sensitize on HIV/AIDS prevention, stigma and discrimination reduction campaign in 29 wards June 2012	12	13	14	15	14	CHAC
		HIV AND AIDS Plans from lower levels (VMACS AND WMACS) prepared and included in Council Comprehensive plan by June 2021	To support community HIV and AIDS partnership planning to 2000 WMAC members in 29 wards by June 2021	16.4	8.2	12.4	12.6	10.5	CHAC
			To conduct quarterly supervision to 70 implementing partners on TOMSHA data Quality audit by 2021	1.8	2.5	2.8	1.5	1.2	CHAC
			To facilitate compilations of council HIV/AIDS comprehensive plans and yearly budget preparations by 2021	2.3	2.5	2.9	3.0	3.2	CHAC
			To support/facilitate 50 PLWHA groups networking in the district by June 2021	5	5.5	5.8	6	6.5	CHAC
		Ensure 50 IGAs groups of PLHIV and	To conduct a training to 500 PLHIV group leaders on IGA and	8.4	8.8	6.5	7.6	8	CHAC



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		Programmes that cater for MVC strengthened in the council by 2021	entrepreneurship skills by June 2021						
			To Provide financial grant support to 50 PLHIV groups on IGAS by June 2021	10	15	15	15	15	CHAC
			To support school uniforms to 6000 primary school MVC and school fees to 2000 sec. sch. MVC by 2021	30.3	31.8	34.7	37.8	40.2	CHAC
		Ensure HIV/AIDS issues mainstreamed in 200 private and public sector plans	To facilitate consultative partnership meeting on HIV and AIDS interventions to 200 public-private institutions by 2021	0	0.6	0.9	1.5	1.8	CHAC
			To facilitate development of HIV and AIDS workplace interventions to 200 public-private sector by 2021	3.0	2.4	3	3.5	3.8	CHAC
		Strengthen programme management including monitoring and evaluation by June 2021	To conduct quarterly supportive supervision, monitoring and evaluation by June 2021	4.7	4.9	5.2	6	6.2	CHAC
			To facilitate 6 CMAC representatives to conduct 2 yearly supportive	3.4	4.2	5.5	8	7.4	CHAC



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
			supervision to HIV/AIDS implementers Intervention within Morogoro district by June 2021						
			To conduct by quarterly stakeholders meetings and facilitate CHAC quarterly TOMSHA collection by 2021	2.5	2.8	2.8	3.2	3.8	CHAC
			To facilitate quarterly office operations, purchase cards, secretarial services and computer consumables by June 2021.	8.8	4.2	3.9	3.2	3.5	CHAC
			To facilitate participation of coordinators on National, Zonal and Regional annual meetings by 2021	1.3	2.2	2.9	3.2	3.5	CHAC
28	Increase quantity and quality of social services and infrastructure	5 laboratory rooms constructed by 2021	Construction of 5 laboratory rooms	10	10	15	15	20	DMO
			Procure and installation of solar power to 10 health facilities	5	6	7	8	9	DMO
		Drugs, medicine and equipment procedure 2021	Procurement of drugs, medicine and equipment	100	110	120	130	140	DPh
		75 health facilities conducted for supervision and distribution	conduct supportive supervision and distribution to 75 health facilities	50	60	70	80	90	DMO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		by 2021							
		15 dispensary constructed by 2021	Construction of 15 dispensaries	90	120	150	180	200	DMO
		10 health centre upgrade and constructed by 2021	Construction and upgrade of 10 health centre	90	120	150	180	200	DMO
		15 staff quarter constructed by 2021	Construction of 15 staff quarter two in one	60	90	120	150	180	DMO
		15 incinerator construction by 2021	Construction of 15 incinerator	24	30	40	50	60	DMO
		5 mortuary room constructed by 2021	Construction of 15 mortuary rooms	10	15	20	25	30	DMO
		10 water tank procured and installed by 2021	Procurement and installation of 10 water tank 5000litres	1	2	3	4	5	DMO/DHO
		One district hospital constructed by 2021	Construction of district hospital Phase II	300	350	360	370	380	DMO
		2 x-ray machine, 2 ultra sound machine and 2 FACS count machine (CD4) by 2021	Procurement of 2 X-ray machine, 2 Ultrasound machine and 2 FACS count machine (CD4)	100	150	200	250	300	
		10motorcycle purchase by June 2021	Purchasing of 10 motorcycles	3	1	2	2	2	TO
29	Enhance Good Governance And	100 skilled health recruited by	Recruit 100 skilled health staff for 20 health facilities						DHS



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
	Administrative Services	2021							
		20 health facilities supplies by office e	Procurement of office equipment for 20 health facilities	20	30	40	50	60	DHS
		106 trained by 2021	Conduct refresher course to new 106 health staff	10	12	13	14	15	DMO
		75 health facilities provided with laboratory equipment and reagents by 2021	Procurement of laboratories equipment and reagents to 75 health facilities	15	16	17	18	19	DMO
		3 ambulance and 2 staff vehicle procured by 2021	Procurement of 3 ambulance and 2 staff vehicle TOYOTA LAND CRUISER Hard top	120	130	140	150	160	DMO
		5 health facilities provided with plumbing and water engineering system by 2021	Provision of plumbing and water engineering system to 5 health facilities	30	40	50	60	70	DMO
		10 CTC services established by June 2021	Establishment of 10 CTC to 10 health centres	10	11	12	13	14	DACC
		75 health facilities provided with dental equipment by 2021	Procurement of dental equipment to 75 health facilities	20	30	40	50	60	DDO
		5 Labour room dental clinic and eye clinic constructed	Construction of 5 labour room, 5 dental clinic and 5 eye clinic	50	60	70	80	90	



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		by 2021							
		10 OPD toilets rehabilitation and constructed by 2021	Rehabilitation and construction of 10 OPD toilets	30	40	50	60	70	
	FORESTRY & ENVIRONMENT								
30	Improve management of National Resources	24,500 tree planting in seven villages by June 2021	To plant trees in 11 villages			10	12	14	DLNRO
		Tree planting in 3271 house holds by the June 2021	Planting 10 trees in cash house hold existing in the District			16	18	20	DLNRO
		Provision of 50kg tree seeds in 10 millage by June 2021	Provide tree seeds to 10 villages			5	6	7	DLNRO
		To establish modern beekeeping in 20 villages by June 2021	Establishment Beekeeping project in 20 villages			20	22	24	DBO
		To purchase 2 land cruiser for Natural resource protection and Beekeeping project by June 2021	2 land cruiser for Natural resource protection and Beekeeping program			300			DED
		To purchase 4 motorcycles for Natural resources management and Beekeeping project by June 2021	4 motorcycles for Natural resource management and beekeeping project			28			DED



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		Purchase of 4 laptop and 4 printers for natural resources and beekeeping by June 2021	4 laptops and 4 printers for record keeping in Natural resource department and beekeeping sector			10			DED
		Formulation of ecotourism and cultural tourism in 8 village by June 2021	Formulation of tourism groups in Kisaki, Kibungo chini, Korelo, Mwarazi, Changa, Uponda, Kiswira, Kinole		15	16			DLNRO
		Establishment 1 of forest products check point by June 2021	Construction of 1 check point at Kisemu Village				20		DLNRO
		To facilitate 13 village environmental committees to protect village forest reserves by June 2021	Villages to be facilitated in formulation of committees are Fulwe, Muhungamkola, Matuli, Kidunda, Kisanga stand, Tununguo, Mlilingwa, Kiwege, Kidugalo, Lulongwe, Diguzi, Kwaba and Dette			5			DLNRO
		To formulate 3 villages community forest reserve by June 2021	Formulation of Community forest reserve in Mlagano, Lubasazi and Lukange		10	12	14	16	DLNRO
31	Enhance Good Government and Administrative service	To construct 12 land registry in 12 villages by June 2021	To construct land registry in Matuli, Mlilingwa, Kiwege, Tununguo, Tandai, Kivuma, Mwarazi, Kibwaya, Mfumbwe, Luholele, Ki uko and Madamu			2	2	24	DLO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		To conduct land survey in 4 villages by June 2021	Villages to be surveyed are Matuli, Mlilingwa, Kiwege and Tununguo		5	6	7	7.5	DLO
		To provide customer certificate right of occupancy to 5 village by June 2021	Village to be provided CCRO are Matuli, Mlilingwa, Kiwege, Tununguo and Kiroka Kiziwa		3	3.5	4	4.5	DLO
		To provide training in forest conservation in 6 villages by June 2021	Village to be trained are Kasanga, Kitungwa, Kizagila, Longwe, Ukwama & Kiziwa		5	5			DNLO
		To formulate land use plans in 3 village by June 2021	Village to be formulated in land as plan are Lulongwe, Diguzi and Kwaba			24			DLO
		To conduct resurvey at Ukutu WMA boundaries and beacoming in 21 villages by June 2021	Village to done are Bonye, Mbwande, Kongwa, Dalla, Tullo, Magogoni, Bwakila chini, Kiburumo, Kidunda, Kiganila, Lukulunge, Milengwelengwe			20			DNLO
		Capacity building for land tribunal in 6 villages by June 2021	Village to be trained are Fulwe, Lubungo, Mikeese, New land, Mtego wa simba, and Muhunga Mkola			3	3	3	DLO
		To provide training on Beekeeping in 146 villages by June 2021	All village in the District to obtain training on Beekeeping		72	72	74	74	DBO
		To provide training on Eco tourism	Villages to be provided are Kisaki, Kibungo chini,		16	16.5			DLNRO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		and cultural tourism in 8 village by June 2021	Korelo, Mwarazi, Changa, Uponda, Kiswira and Kinole						
		To provide training to the villagers on forest protection in 13 villages by June 2021	Villages to be trained on forest protection are Fulwe, Muhungamkola, Matuli, Kidunda, Kisanga stand, Tununguo, Mlilingwa, Kiwege, Kidugalo, Lulongwe, Diguzi, Kwaba & Dette		13	13.5	13.8	14	DLNRO
32	To improve access quality and equitable social services delivery	To construct 4 staff houses in Mvuha village by June 2021	Construction of 4 staff quarters at Mvuha village		30	32	33	34	DED
		To obtain training to natural resources 10 staff on intelligencies by June 2021	To train 10 staff of natural resource department on Natural resource intelligencia for protection			9			DLNO
		To establish demonstration Apiary in 29 wards by June 2021	29 wards to be involved in demonstration Apiary		14.5	14.6	14.8	15	DBO
		To provide training 2 village leaders on the right and importance of markets in the village in 2 village by June 2021	Village to be trained on importance of markets are Kibwaya and Luholole				4	4.5	DTO
		Provision of	Division to be		6	6.5	7	7.5	DTO



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		training on business conduction record keeping and market searching for 6 division by June 2021	trained Matombo, Mkuyuni, Mvuha, Ngerengere, Bwakira, Mikese						
		To purchase 1 computer desktop and 1 printer by June 2021	1 computer to be bought for record keeping and preparation of other documents			3.5			DTO
		On job training on business administration with marketing to 1 trade staff by June 2021	To obtain skills on business administration and marketing to 1 staff				12.5		DTO
		Short courses on marketing and promotion to 1 staff by June 2021	To obtain skills on tourism marketing and promotion to 1 staff natural resources department			5			DLNRO
	WATER								
33	Improve service and reduce HIV/AIDS infection	8 trained water committee on prevention of HIV/AIDS	To train 8 water committee on prevention of HIV/AIDS by June 2021	1	2	1	2	2	DWE
		10 staff trained on HIV/AIDS reduced	To train 10 staff on water department workers on HIV/AIDS reduced by June 2021		3	3	2	2	DWE
	Improve access quality and equitable social services delivery	83 shallow wells constructed in 18 villages	Construction of 83 shallow wells to the 18 villages by June 2021	4	15	15	20	29	DWE

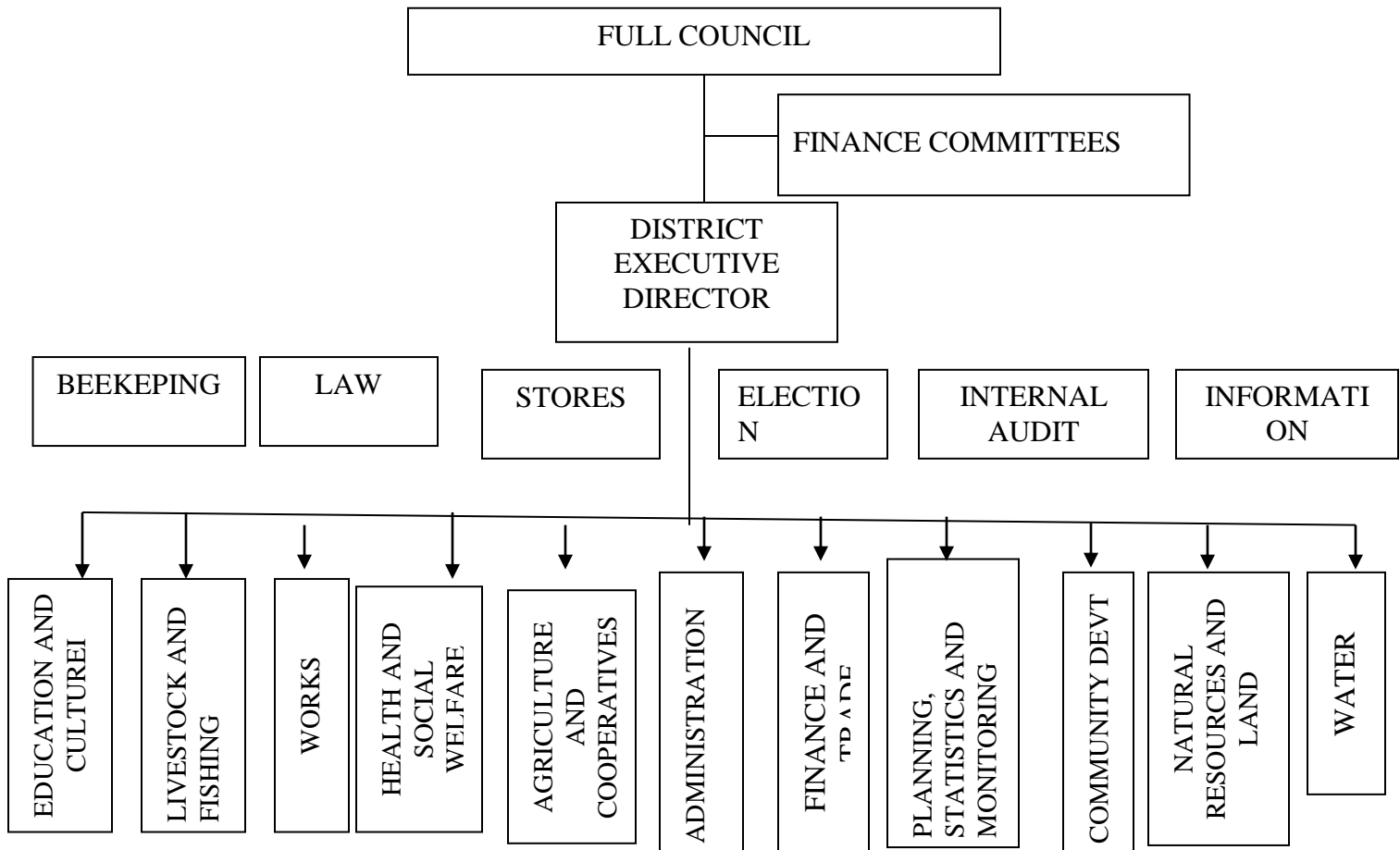


Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
		19 deep borehole drilled in 7 villages	Drilling of 19 deep borehole in 7 village by June 2021	3	3	3	4	6	DWE
		143 shallow wells rehabilitated in 16 villages	Rehabilitation of 143 shallow well on 16 villages by June 2021	20	25	28	30	40	DWE
		37 gravity water supply scheme and pumped constructed in 7 villages	Construction of 37 gravity watert scheme and 1 pump scheme at 7 villages by June 2021	6	7	8	8	8	DWE
		20 gravity water supply scheme rehabilitated in 6 villages	Rehabilitation of 20 gravity water scheme on 6 villages by June 2021	3	5	5	5	2	DWE
		7 water supply project extension in 6 villages	Extension of 7 water supply project in 6 villages by June 2021	1	2	2	1	1	DWE
		10 rain water harvesting project constructed	Construction of 10 rain water harvesting starting with schools and health center by June 2012		10	15	20	25	DWE
		4 dums constructed in 4 village	Construction of 4 Dams in 4 villages by June 2021	-	40	50	50	60	DWE
		7 Dams rehabilitated in 7 villages	Rehabilitation of 7 Dams in 7 villages by June 2021	-	20	30	40	80	DWE
		28 Cowsos increased and community owned	Increase community owned water associations COWSO's from 3 to 28 by June 2021	-	10	15	10	20	DWE
		5 scheme increased through private sector	Private sector participation increased from 0 to 5 scheme June 2021	-	5	7	10	15	DWE
34	Improve	6 leaders	To train 6 villages		5	7	5	5	DWE



Sno	Objective	Target	Strategies/Activities	Cost in Tsh Millions					R/Officer
				2021/17	2017/18	2018/19	2019/20	2020/21	
	social welfare, gender and community empowerment	villages trained on rain water harvesting	leaders on rain water harvesting technology by June 2021						

Annex 1: ORGANIZATION STRUCTURE





1.0 FINANCE AND TRADE

1. Monitoring of budget utilization
2. Preparation of monthly salary
3. Maintenance of fixed assets registry
4. Issuing business license in the council
5. To conduct license inspection in the council

2.0 ADMINISTRATION

1. Recruitment of new employees of all department in the council
2. Promotion to the employees
3. Controlling disciplinary action to the employees

3.0 COMMUNITY DEVELOPMENT AND SOCIAL WELFARE

1. Supporting communities and NGOs in the planning process
2. To ensure Gender Mainstreaming in development intervention
3. Identification of most vulnerable children
4. Enabling communities to combat HIV/AIDS

4.0 AUDIT UNIT

1. To ensure assets are well safe guarded
2. Mining risks e.g. fraud mis

5.0 AGRICULTURE AND COOPERATIVE

1. Providing extension services and training on improved crop production
2. Supervisor, monitoring and implementation of agriculture projects.

6.0 LEGAL UNIT

1. Providing legal services

7.0 PLANNING, STATISTICS AND MONITORING

1. Preparation of the council budget
2. Monitoring and evaluation of projects
3. Report writing

8.0 WORKS

1. Routine maintenance of road network
2. Improvement of trouble spot roads
3. Periodic maintenance works

9.0 PRIMARY EDUCATION

1. Teaching students
2. Making conducive environment by constructing classroom etc.



10.0 SECONDAR EDUCATION

1. To supervise and monitor provision of secondary education on in a district
2. To receive and allocate new appointed teachers to the secondary school in accordance with requirements
3. To identify challenges that secondary school teachers and suggest possible solutions

11.0 WATER

1. To supervisor and monitoring water projects
2. To supervisor construction of wells

12.0 BEEKING

1. To train communities on modern beekeeping
- To implement nation policies on beekeeping

13.0 ELECTION

1. Controlling and supervising election procedure the council

14.0 LAND AND NATURAL RESOURCE

1. Project of natural resources against illegal harvesting
2. issue and supervise licenses in wildlife and forest resources
3. Planting tree

15. PROCUREMENT

1. Issuing and receiving goods
2. Stock taking assets of the council



Annex 2: RISKS AND ASSUMPTIONS

SN	SECTOR	RISKS	ASSUMPTIONS
1	PLANNING	Fund delays in implementation of development activities.	Timely disbursement of funds will result to timely completion of projects.
		Low project implementation skills at the grass-root.	Successful implementation of projects will greatly depend on the capacity at grass-root level.
		Lack of adequate working tools.	Performance will increase if there are sufficient working tools.
		Limited budget for the Council.	Limited budget constrains the implementation of projects.
		Community Participation and Engagement	Community Participation and Engagement will lead to Sustainability of the Projects.
2	ADMINISTRATION	Lack of staff motivation	Lack of staff motivation leads to poor performance
		Little knowledge of staff on their rights and other governing laws	Good governance enables people understanding their rights
		Shortage of staffs in different departments	Low productivity is the result of shortage of staffs
		Poor working conditions/environment	Poor performance and service delivery
		Insufficient working equipments	Poor performance
		Legislative sessions and meetings not being conducted at the right schedule	Delays council's operations and decisions
3	ENVIRONMENT AND SANITATION	Inadequate extension officers	Adequate extension officers will raise the standard of Sanitation and Environment management
		Low awareness of community on sanitation promotion and environmental protection	Raising community awareness on sanitation promotion and environmental protection issues
		Limited budget for the Department	Limited budget constrains the implementation of Departmental plans.
		Inadequate staff professional capacity	Well trained staff will enable successful activity implementation
		Environmental degradation along the Ngerengere and Ruvu river basins.	Adequate control of Ruvu river banks due to uncontrolled mining will save the community from consequences of environmental degradation and floods
		Non-well described	Improved revenue retaining procedures to



SN	SECTOR	RISKS	ASSUMPTIONS
		procedures in retaining policy of revenues to council suffering from mining activities	councils will be well described
		Limited allocation of funds to the Department	With sufficient allocation of funds, departmental performance will be optimal
		Lack of development project reports on Scoping, EIA, EMP and SIA submission	Involving the department staff in all stages of project development will likely improve environmental management issues, community participation and sustainability of projects
4	LIVESTOCK	High prices of drugs and vaccines for livestock	Livestock flourishing will depend on good veterinary services
		Poor utilization of existing land	Sustainable use of land will guarantee long term productivity
		Uncertain weather condition	Pasture conservation and hay making adapted
		Veterinary officers not promoted for long time	Promotion is an incentive to employees
		Poor working tools and working environment	Modern working tools will boost livestock productivity.
5	COMMUNITY DEVELOPMENT, GENDER AND CHILDREN	Inadequate working tools and poor working environment.	Inadequate working tools and poor working environment will leads to inefficiency at work.
		HIV/AIDS education not effectively reached in Rural areas	HIV/AIDS incidence reduction will be achieved if the community is well informed about the causes and how to prevent from new infections.
		Aids offered to the youth and women are at small amount compared with their needs	Adequate support is needed so that youth and women may not degenerate into vicious cycle of poverty.
		Limited allocation of funds to the Department	with sufficient allocation of funds department performance will be optimal
		Inadequate capital among youth for enhancing development projects.	if youths are well supported there will be a significant reduction of MVCs
		inadequate education provided to the community to contribute in different development projects	Inadequate funds allocated to the department for mobilizing community leads to poor mobilization and poor contribution.
6	FINANCE AND TRADE	Fund delays in implementation of development activities.	Timely disbursement of funds will result to timely completion of projects.
		Lack of adequate working tools.	Performance will increase if there are sufficient working tools.



SN	SECTOR	RISKS	ASSUMPTIONS
		Limited budget for the Council.	Limited budget constrains the implementation of projects.
		Lack of staff motivation	Lack of staff motivation leads to poor performance
		Little knowledge of staff on their rights and other governing laws	Good governance enables people understanding their rights
		Shortage of staffs in different departments	Low productivity is the result of shortage of staffs
		Poor working conditions/environment	Poor performance and service delivery
		Insufficient working equipments	Poor performance
		Limited budget for the Department	Limited budget constrains the implementation of Departmental plans.
		Inadequate staff professional capacity	Well trained staff will enable successful activity implementation
		Limited allocation of funds to the Department	With sufficient allocation of funds, departmental performance will be optimal
		Refusal/delay of payment of Government revenue from Business people	When the collection government revenue done smoothly the Service provided will improve and be beneficial.
		Limited information obtained from WEOs/VEOs regarding to different kind of Business done in their Ward/Village.	The better the information on number of different Business activities done in the Ward/Village the better the estimative of the exactly revenue to be collected in the budgeted year.
		Some of Business people fail to comply with trade regulation.	A good compliance on Trade rules and regulation among Business people minimizes the cost used in inspection exercise.
7	COOPERATIVES	Inadequate funds to conduct massive training to SACCOS leaders on financial management.	Training will improve financial management of SACCOS to both members and the leaders of the society.
		Late disbursement of funds.	Early disbursement of money accelerates the effective implementation.
		Lack of co- operative training and education to players of co-operatives	Co-operative movement will be strong if, their members will have enough knowledge of co-operative and its operation.
		Limited financial capacity to perform duties at the field level	Enough financial capacity will guarantee existence of primary co-operative societies.
		Poor commitment of co-operative players to manage	Co-operative players are the role model/key to the improvement and sustainability of co-



SN	SECTOR	RISKS	ASSUMPTIONS
		their societies.	operative movement.
		History of past co-operative.	Modern co-operative operations will attract farmers and build trust among them.
		Unclear structure of co-operative sector(not well defined from top to bottom)	Clear structure will enhance co-operative plans to be implemented effectively.
8	AGRICULTURE	In adequate safes for SACCOS.	Presence of safes will ensure security of money
		In adequate fund to conduct training to WFTs in all Wards.	Training to WFT will improve level of performance of projects
		In adequate funds to purchase motor cycles for all wards	Provision of motor cycle to extension staffs will improve the working efficiency of extension officer
		In adequate funds for construction of staff house	Provision of staff house will enhance good working condition of extension officers
		Less number of trained farmers	Training will improve farming skill and knowledge
		In adequate funds for purchase of power tiller	Adequate funds for purchasing of improved farm implements
		Few FFS established in relation to the number of villages	FFS is an effective method of training farmers
		In adequate fund for conducting training	More fund should be allocated for training
		Inadequate extension officers	Adequate extension officers will raise the standard of farming
		Little education to farmers on better farming methods	Modern farming methods will boost agricultural productivity
		Poor working tools and delayed farm inputs	Modern working tools and timely use of inputs will boost agricultural productivity
		Farmers non adherence to advice from Extension Officers and other Agriculture Expertise	Extension services are key to improved productivity
		The existence of many programs and plans that cannot be implemented	Program and plans works better in a coordinated and integrated manner
		Extension Officers not promoted for a long time	Promotion is an incentive to employees
		Poor utilization of existing land	Sustainable use of land will guarantee long term productivity
		Little capacity of understanding among farmers	Effective and efficient farming are functions of good farming skills



SN	SECTOR	RISKS	ASSUMPTIONS
		to use farm inputs	
		Associations have limited capital funds to buy products	Financially strong associations will help famers to avoid rogue traders
9	HEALTH	Shortage of skilled health personnel at health facilities.	Training domestic(on job training) will be enhanced so as to improve service delivery
		Late disbursement of funds from the central Government	Timely disbursement of funds will result to timely improvement of health services
		Insufficient drugs/equipments at health facilities	Services will be improved if there will be enough drugs and equipments which are timely distributed at health facilities
		Long Distance (more than 5 kilometer) from the village to some of the health facilities	Increase number of health facilities with skilled staff in remote areas so as to easy accessibility of health services
		Low willingness of the community to contribute to the health services	Sensitization will be conducted to the community on the importance of improving their health care services within their areas.
		Lack of enough capability to contribute to health projects due overlapping projects	Projects have to be introduced one by one so as to give time for completion of each project.
		Low awareness of community on their rights to health services	Raising community awareness about their rights to health services
10	BEEKEEPING UNIT	Limited professional staff.	Inadequate staff lead to the inefficient work
		Un favorable weather condition	Unfavorable weather condition leads to low production of bee product.
		Un adequate working and poor working condition	In adequate working tools and poor working condition lead to inefficient at work
		Lack of knowledge in marketing (branding & labeling)	Poor knowledge in marketing lead to lack of market.
11	FISHERY	Uncertain whether condition	Construction of durable fish ponds
		Inadequate fish field practionals	Fish production will promote income and nutritional status of households
12	LEGAL	Inadequate working tools and poor working environment	Inadequate working tools and poor working environment will lead to inefficiency at work.
		Limited allocation of funds to the department.	No achievement of action plan
		Failure or loose council cases which the council sues or be sued	Council failure to reach its goal due to disputes which are still pending before the court and those which will be instituted.
13	PRIMARY EDUCATION	Strategic risks	
		Frequency curriculum change	Evidence based planning
		Frequency textbook change	Evidence based planning
		High classroom to pupil ratio	Disburse funds for construction of classes;



SN	SECTOR	RISKS	ASSUMPTIONS
			parents sensitization intensification required.
		High teacher to pupil ratio	Deployment of more teachers
		Untimely and inadequate disbursement of capitation and development grants	
		Questionable teacher experience and expertise	Ministry of Education Maintain Policy recommendations
		Declining teacher morale	Timely promotion; increase construction of
		Over loaning to most teachers	Distributing loan circular issued by the government; education on loan for development can reduce the impact
		Student low socio-economic status	Promote school self reliance schemes
		-declining NER and GER	Sensitizing community
		-questionable discretion power of school committees	Capacity building
		-insufficient community contribution to school activities	Incooperating CSO's to sensitize communities
		Unmanaged school visitors	Educating community; slogans
		Operational risks	
		-theft of school properties	Local guards
		-improper maintenance of school furniture	More emphasis to students on how to sustainably use them
		-improper storage of teaching materials	Construction of library and stores
		-improper storage of textbooks and reference materials	Library establishment; adequate budget ceiling
		Compliance risks	
		-lack of safety skills	Safe skills education to students
		-lack of safety equipments and facilities such as fire extinguishers, safety guides	Special funds needed
		-lack of windows and doors shutters.	Redefine classroom complementarities
		-inadequate sports facilities and equipments	Adequate budget and community sensitization
		-unsurveyed school sites	Communities working together with council management team
		Lack of locks	Utilization of capitation grants
		Unmanaged trace path/minor roads across the school	Sensitizing its important
		-missing safety features	Adequate budget ceiling can reduce the



SN	SECTOR	RISKS	ASSUMPTIONS
		during construction of school structures e.g. constructors leaving ladders, no signs of ongoing work etc.	situation
14	SECONDARY EDUCATION	Shortage and poor quality of infrastructures (classrooms, teachers' houses, toilets, libraries, and hostels)	Conducive infrastructure will improve teaching and learning environment hence retention of teachers and students' education circle.
		Shortage of science teachers and laboratories	Adequate supply of science teachers and laboratories will rise interest, performance and number of students in science subject
		Incompetence of some of the teachers in teaching subjects because of regular changes in curriculum	Stable curriculum over time and on-the-job training supply of relevant text books timely will result to teachers' competence
		Shortage of funds and delaying from Central Government	Increasing grant funds timely from Central Government will improve the teaching and learning environment.
		Shortage of teachers especially in schools located in disadvantages areas.	Conducive working environment and special incentive will attract teachers to work in rural areas
		Community indifference towards education	An education sensitive community will cooperate in improving the standard of education
		Pregnancy during schooling	Increase in number of hostels and support from parents and community in protecting school girls will reduce number of school girls' pregnancies.
		Drop outs and absenteeism of students	Support of students from hardship environments will reduce number of dropouts and absenteeism.
		Shortage of teaching and learning materials	Supply of text and reference books and monitoring of school expenditure will increase the number of teaching and learning materials.



REFERENCES

The United Republic of Tanzania, 2012 Population and Housing Census