

**UNITED REPUBLIC OF TANZANIA**  
**THE OFFICE OF THE PRIME MINISTER REGIONAL**  
**ADMINISTRATION AND LOCAL GOVERNMENT**

**LUSHOTO DISTRICT COUNCIL**



**COUNCIL'S STRATEGIC PLAN FOR FINANCIAL YEAR 2015/16**  
**-2019/20**

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LUSHOTO

## CONTENTS

|  |    |
|--|----|
| CONTENTS .....   | 1  |
| INTRODUCTION .....   | 4  |
| DISTRICT COUNCIL'S STRATEGIC PLAN FOR THE PERIOD 2015-2020 .....   | 4  |
| THE PROCESS AND PROCEDURE OF DEVELOPING THE STRATEGIC PLAN .....   | 5  |
| PURPOSE OF THE PLAN .....  | 5  |
| THE REGION AND GEOGRAPHY OF THE DISTRICT COUNCIL.....  | 6  |
| 1.2 SYSTEM OF GOVERNANCE: .....  | 6  |
| 1.3 POPULATION AND COMMUNITY GROUPS: .....   | 7  |
| 1.4 ECONOMIC AND SOCIAL ACTIVITIES.....  | 13 |
| Report on service delivery in the council for the past five years - 2010/11-2014/15 .....  | 13 |
| LUSHOTO DISTRICT COUNCIL REVENUE .....   | 13 |
| PUBLIC SERVICE MANAGEMENT .....  | 14 |
| PUBLIC PRE-SCHOOL AND PRIMARY EDUCATION .....  | 15 |
| SECONDARY EDUCATION.....   | 19 |
| ENVIRONMENT .....  | 23 |
| LAND, NATURAL RESOURCES AND TOURISM.....   | 24 |
| HEALTH.....  | 27 |
| AGRICULTURE, IRRIGATION AND COOPERATIVE SECTORS .....  | 32 |
| LIVESTOCK SECTOR .....   | 40 |
| CONSTRUCTION SECTOR .....  | 46 |
| WATER SECTOR:.....   | 49 |
| COMMUNITY DEVELOPMENT SECTOR .....   | 52 |
| CHALLENGES, OBJECTIVES, STRATEGY, RESULTS AND INDICATORS FOR ACHIEVEMENTS OF<br>ACTION PLAN OF THE SECTOR FOR THE NEXT FIVE YEARS..... | 60 |
| PUBLIC SERVICE MANAGEMENT SECTOR.....  | 60 |
| FINANCIAL SECTOR.....  | 62 |

|   |            |
|---|------------|
| BUSINESS SECTOR .....   | 64         |
| SECONDARY EDUCATION SECTOR .....  | 71         |
| AGRICULTURE, IRRIGATION AND COOPERATIVE SECTORS.....  | 73         |
| LIVESTOCK SECTOR .....  | 80         |
| CONSTRUCTION SECTOR.....  | 85         |
| Strategies to achieve the objectives of the construction industry.....  | 87         |
| <b>Indicators of achieving the objectives of the construction industry. ....</b>  | <b>87</b>  |
| STRATEGIES FOR WATER SECTOR.....  | 88         |
| COMMUNITY DEVELOPMENT SECTOR .....  | 90         |
| ENVIRONMENT SECTOR .....  | 94         |
| HEALTH SECTOR.....  | 96         |
| <b>NATURAL RESOURCES, LAND AND TOURISM SECTORS.....</b>   | <b>102</b> |
| Challenges facing the tourism sector .....  | 103        |
| Specific objectives to tackle the challenges .....  | 103        |
| The tourism department through the council as a major stakeholder and number one in the industry had a broad perspective within the period 2015 / 16-2019 / 20 in order to address the identified challenges to achieve the vision of the sector as well as that of the council. The objectives include the following:..... | 104        |
| i. To have a tourism master plan that will provide guidance that is a direction on tourism activities in the district. ....   | 104        |
| ii. Encourage stakeholders to improve tourism infrastructure, especially the hotel owners and financial Institutions.....   | 104        |
| iii. Enact by-laws that will enable the district council to oversee the management of tourism business in accordance with the law. ....   | 104        |
| iv. The district to have a procedure for promoting the existing tourist attractions in the district.....  | 104        |
| v. To innovate new tourist attractions and other cultural attractions .....   | 104        |
| vi. To have three income generating tourism projects for the district council through tourism as another sector.....  | 104        |
| Strategies to achieve the objectives of the tourism sector.....   | 104        |
| <b>Indicators of achieving the objectives of the tourism industry. ....</b>   | <b>105</b> |

|  |     |
|--|-----|
| The government has recognized the major contribution by the private sector in economic growth of Lushoto district. The government in its part has made numerous efforts to ensure the facilitation of services for tourism stakeholders that are indicators of achieving goals. .... | 105 |
| Strategies to achieve the objectives of the land sector .....  | 106 |
| HARMONIZATION OF THE STRATEGIC PLAN, MKUKUTA PLAN AND PLANNING EXPENDITURE (MTEF) .....  | 108 |
| COSTS OF IMPLEMENTATING THE STRATEGIC PLAN .....   | 110 |
| IMPORTANCE OF AVAILABILITY OF RESOURCES FOR IMPLEMENTATION COSTS .....   | 110 |
| MONITORING AND EVALUATION OF THE ACTION PLAN.....  | 111 |

## **INTRODUCTION**

The socio-economic and political environment of Lushoto District Council has been changing dramatically with each passing decade. The District Council faces this new challenge all the time, in many ways and ones that affect different sectors. These implementation methods in the current period have been guided by the Council's Vision and the National Development Vision 2025.

Lushoto District Council, through its vision statement **"To have an empowered society which is able to access sustainable socio-economic services by the year 2020"**. It has committed that by 2020, it shall have a society which has better services, lives in peace and harmony, is guided by good governance, has a stable and growing economy that can withstand competition, and that is free from poverty.

In order to achieve this goal, we need to have necessary changes on how to plan and coordinate activities, human resource, policies and available resources. We also need to involve people in the strategic plan development process, as well as service delivery charters. Special emphasis is laid on ownership, engagement, and involvement of important stakeholders at the council by acknowledging the current situation. The district through, its stakeholders, has reviewed its strategic plan to cater for stakeholders' needs. In this strategic plan's action plan that is being implemented in the 2015/16-2019/20 period, the commitment to create an enabling environment for the eradication of mental poverty, as well as economic poverty, has been prioritized. This is in line with the enhancement of accessibility to important social services which include health, water and education.

In this plan, the current actual situation in service delivery has been clearly defined. Moreover, analyses of the council's internal and external environment, strengths, weaknesses, internal and external opportunities as well as threats that hinder service delivery have been explained in detail. In addition, the Vision statement and its implementation, objectives, key indicators, action plan, monitoring, and assessment have all been explained in detail so as to give a true picture, as well as the direction towards achieving the Vision.

## **DISTRICT COUNCIL'S STRATEGIC PLAN FOR THE PERIOD 2015-2020**

This is the third plan and it is a five-year strategy from 2015/2016 - 2019/2020 The previous plan was also a five-year plan: 2010/11-2014/15 The plan was implemented by the Council itself through its own experts commissioned by the planning office.

This plan sets out the direction, mission, core values, functions, contents, objectives and indicators, as well the process involved in developing the plan.

The basic functions of the council have been set out in the constitution of the United Republic of Tanzania of the year 1977, Article 145 and 146 section 1 and 2, that spells out the importance of the formation of local governments to expedite decision making for citizens' development.

Local Government ACT no. 7 of 1982 also sets out the basic functions of the Council in providing basic services to its citizens. Furthermore, the Local Government Reform Program (LGRP) and related sectors have widened the service delivery scope to include other stakeholders (private sector and NGOs)

### **THE PROCESS AND PROCEDURE OF DEVELOPING THE STRATEGIC PLAN**

This plan was developed in a participatory manner by involving various development stakeholders in the district who attended special sessions organized to collect their views.

Policies, national guidelines as well as various strategies, such as Tanzania Development Vision (TDV 2025), Economic Development and Poverty Eradication II and sector policies were major reference points in the preparation and development of this strategic plan.

The preparation of the plan went through the following stages:-

1. Review of the implementation of the second strategic plan.
2. Holding stakeholder sessions. The first session was held on..... That involved representatives from various organizations, NGOs, officials of the central government and local governments, state agencies, representatives of special community groups such as the disabled, people living with HIV, the elderly and orphans. The session also involved farmers' and entrepreneurs' representatives within and outside the Council. The second session was held on.... and involved heads of departments from the central government and local government from our Council. This was a management session with the aim of integrating views of stakeholders and publishing the council's draft strategic plan.
3. Through the second session, the stakeholders' views expressed in the first session were integrated and consolidated. The session also looked at the existing strengths, opportunities, and challenges. In addition, the direction, mission, objectives and strategies of each sector were identified and defined.
4. The strategic plans for the sector were identified in consensus to obtain an organizational direction and objectives.

### **PURPOSE OF THE PLAN**

The purpose of the plan is to unify fundamental issues; ordinary and development activities into one plan. In general, the plan aims to demonstrate the following:-

1. To give stakeholders a clear picture of the fundamental steps that the Council will implement in the next five years.
2. The participation and role of various stakeholders in the development process of the Council.

## **THE REGION AND GEOGRAPHY OF THE DISTRICT COUNCIL**

Lushoto District Council is situated in the northern province of Tanga at a latitude of 4° 25' – 4°55' South of the Equator and a longitude of 30° 10' – 38° 35' East of the Greenwich. Geographically, Lushoto District Council borders Kenya to the North-East, Same District (Kilimanjaro Province) to the North-West, Korogwe District, Bumbuli Council to the South-East and the South-West, and to the West it borders Muhesa District.

Lushoto District Council has an area of 2,300 km squared (227,371.43 Ha.). This area is equivalent to 8.41 percent of the entire Tanga Province. A larger part of this region lies in the Usambara Mountains, which is 300-2100 meters above sea level.

In general, the District council is divided into two main regions:-

**(i) The Mountains Region:**

This region is composed of the Usambara Mountains, whose elevation is from 1000 meters to 2,100 above sea level and covers approximately 75 percent (2,625 km<sup>2</sup>) of the entire district. This region receives an average rainfall of 800 mm -2000 mm annually.

**(ii) The Plains Region:**

This region (Umba Plains) has an elevation of between 300 to 600 meters above sea level and receives an average of 500 mm to 800 mm of rainfall annually.

The region extends to approximately 25%(875km<sup>2</sup>) of the entire District.

In general, the district has three weather seasons:-

- (i) The dry season (from October to March)
- (ii) The rainy season (from April to May)
- (iii) The cold season (from June to September)

There is a big river known as River Umba that pours its water eastwards into the Indian Ocean. In addition, there are springs and small streams that together form the source of water for human, animal and irrigation use.

## **1.2 SYSTEM OF GOVERNANCE:**

Lushoto Council has two constituencies i.e. Lushoto and Mlalo, and has five divisions, 33 wards, 125 villages and 948 neighbourhoods.

The council has two members of parliament, 45 councillors of whom 33 are elected and the remaining 12 are nominated.

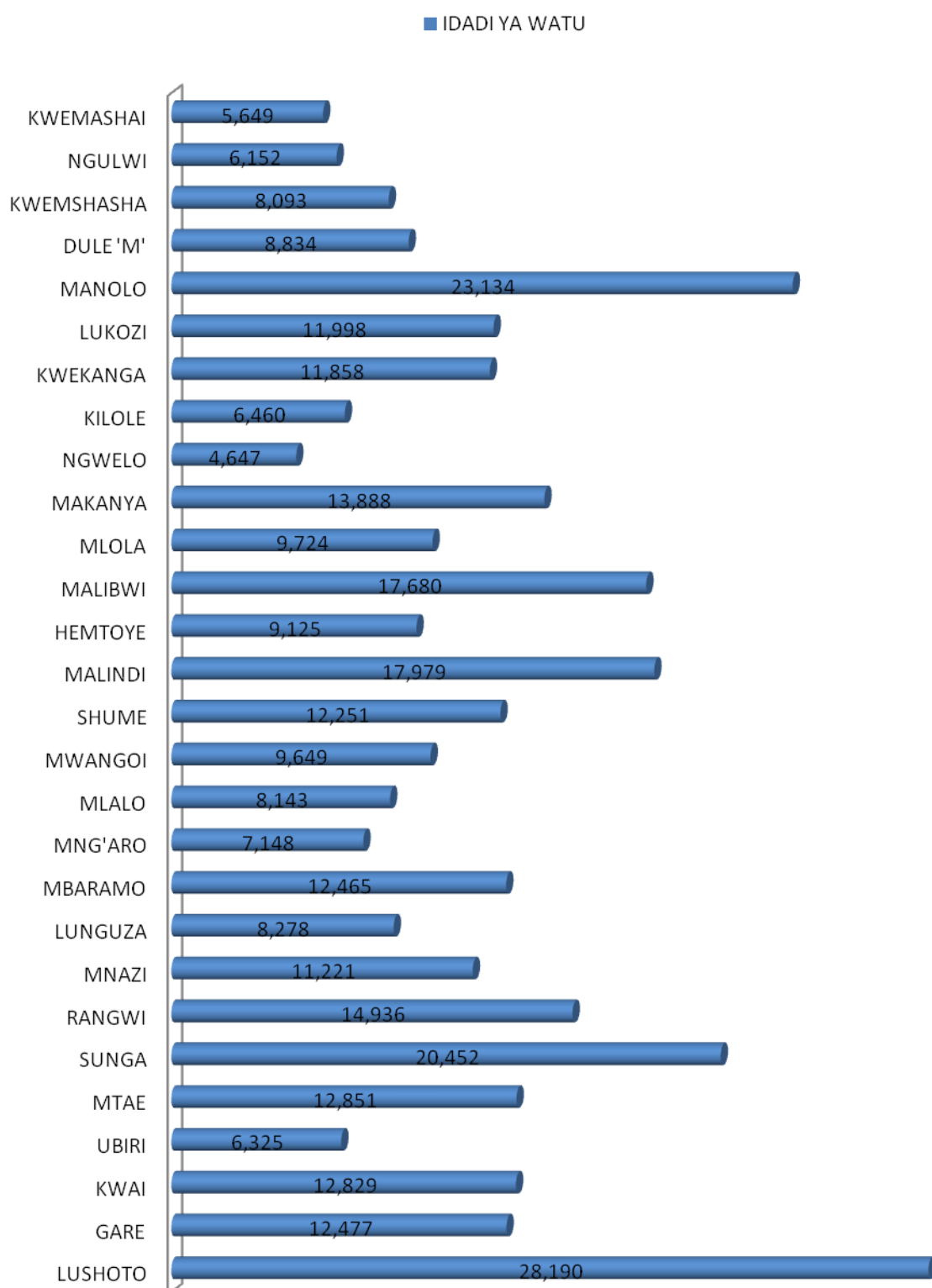
### ***1.3 POPULATION AND COMMUNITY GROUPS:***

According to the results of the population and housing census of 2012, Lushoto District Council had a population of 332,436 of whom 153,847 are men (46.27%) and 178,589 women (53.7%) and 71,009 households. 71.42 percent were living in villages while 8.5 were living in Lushoto urban centre. A total of 20.08% were living in small towns in the council, such as Mlalo 2.45 %, Mtae 3.87 % Mnazi 3.38 % Kwai 3.86 %, Lukozi 3.6 % and Mlola 2.92 %.

Fig. 1 shows the population in every ward as per the 2012 population and housing census.



**GRAFU NA 1: IDADI YA WATU KWA KILA KATA KWA MUJIBU WA SENSE YA WATU NA MAKAZI YA MWAKA 2012**



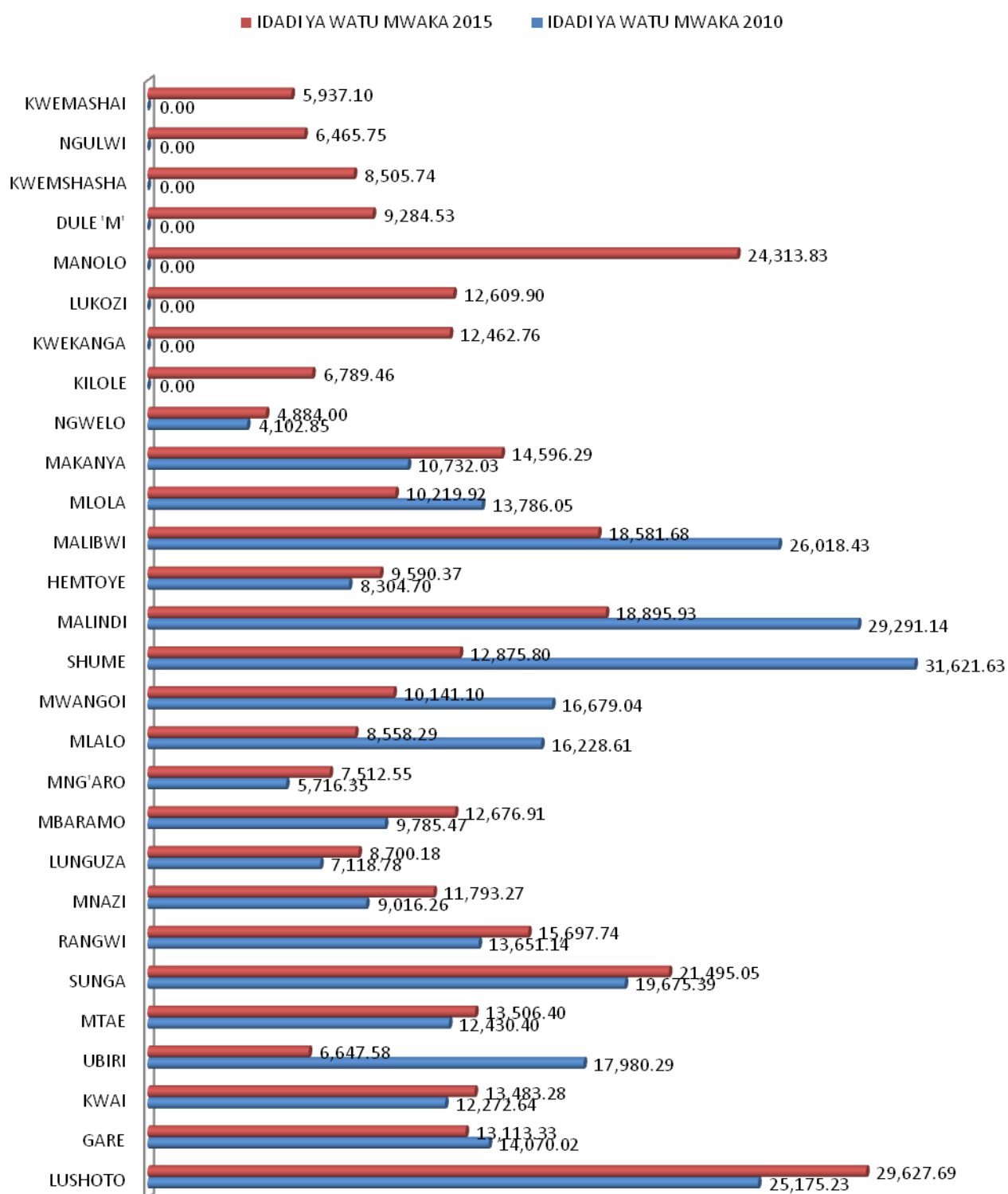
The population density was 145 people per kilometre. This density is mainly attributed to the population growth rate of 2%. This growth is less than the national rate by 1%. Due to this increase, it is estimated that by 2020, the population will reach 385,625.76 (see

fig.3). The growth is attributed to expansion as well as improvement in social services such as education and health, and accessibility of safe water in the villages. In addition, the overall production of fertile land, favourable weather, business opportunities - especially the establishment of different business firms - have been the catalysts of population growth in the Council.

This population growth is not commensurate with the high economic growth rate in the municipality. The per capita income of Lushoto has been increasing from Tshs 850,000 in 2010 to Tshs 1,500,000 in 2015/2016, equivalent to 43.3 percent, while the population has grown at 13.85 percent. This growth rate of the per capita income is very small compared to the international standard of \$3600, which is equivalent to Tsh 6.48 million per year. To achieve this standard, the economy should grow quickly to surpass the population growth.

Fig.2 shows population growth estimates in each ward since the plan started in 2010, up to current rate in 2015. Fig 3 shows population growth estimates by 2020.

**GRAFU NAMBA 2: MAKISIO YA IDADI YA ONGEZEKO LA WATU KWA KILA KATA  
KUTOKA MWAKA 2010 -2015**

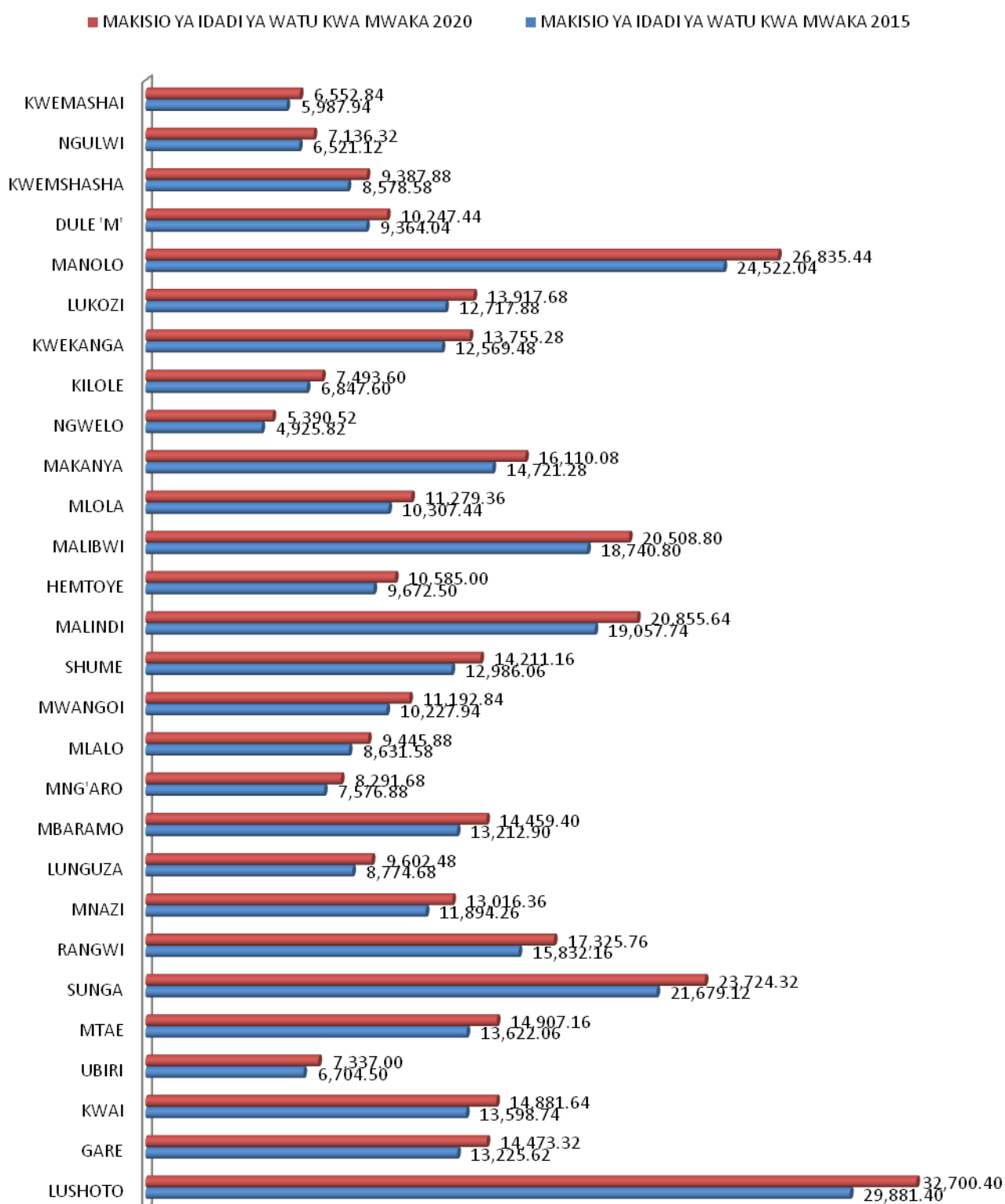


Statistics shown in fig. 2 are the estimates of the population and housing census of 2002 and 2012. The population and housing census of 2002 estimated that the population

growth rate would increase by 1.1 percent, while that of 2012 an estimated population growth rate of 2 percent.

The population in 2010 in Kwemashai, Ngulwi, Kwemshasha, Dule'M', Manolo, Lukozi, Kwekanga and Kilole wards is zero because these wards were not existing in 2002 (new wards), therefore there was no base-year statistics. In addition, the population in 2015 in Ubiri, Mlalo, Mwangoi, Shume, Malindi, Malibwi and Mlola wards decreased compared to 2010. This is attributed to the division of the wards that formed the new wards above.

**GRAFU NAMBA 3: MAKISIO YA ONGEZECO LA IDADI YA WATU KWA MIAKA MITANO  
IJAYO YAANI MWAKA 2015-2020**



## **1.4 ECONOMIC AND SOCIAL ACTIVITIES**

The economy of the district largely depends on agricultural, livestock, forestry, business and tourism sectors. Production of farm produce, especially vegetables and fruits, livestock keeping and forestry, are the main sources of income for most residents.

It is estimated that the annual per capita income is 1,500,000 and the daily income is Tsh. 4,106.78. This level shows that more effort is needed so as to achieve an income of middle-income countries by 2025, which is USD 3600, equivalent to Tsh 6,480,000 annually.

According to estimates, the annual per capita income will be Tsh 2,000,000, and the daily income will be Tsh 5,475.70 in the next five years. The increase is attributed to the expansion of various economic activities, especially development and improvement of agricultural infrastructure and enhancement of crop value. Other reasons include employment thanks to the increase in private and governmental organizations, improvement in road and water infrastructure for irrigation, industrial utilization especially small vegetable and fruit processing factories for home consumption.

### **Report on service delivery in the council for the past five years - 2010/11-2014/15**

#### **LUSHOTO DISTRICT COUNCIL REVENUE**

Lushoto District Council internal revenue has been increasing yearly as shown in the table. This indicates that economic activities in the district have been increasing and revenue collection by the council has also improved.

| <b>LUSHOTO COUNCIL INTERNAL REVENUE</b> |                    |                     |                   |
|---|--------------------|---------------------|-------------------|
| <b>FINANCIAL YEAR</b>                   | <b>YEAR BUDGET</b> | <b>YEAR REVENUE</b> | <b>PERCENTAGE</b> |
| <b>2005/2006</b>                        | 306,789,000        | 278,090,600         | 90%               |
| <b>2006/2007</b>                        | 450,879,000        | 380,679,000         | 84%               |
| <b>2007/2008</b>                        | 578,099,000        | 487,908,800         | 84%               |
| <b>2008/2009</b>                        | 686,568,300        | 503,680,550         | 73%               |
| <b>2009/2010</b>                        | 686,568,300        | 562,680,680         | 81%               |
| <b>2010/2011</b>                        | 816,092,000        | 768,387,836         | 94%               |
| <b>2011/2012</b>                        | 1,640,990,000      | 923,090,000         | 56%               |
| <b>2012/2013</b>                        | 1,640,990,000      | 1,068,708,900       | 65%               |
| <b>2013/2014</b>                        | 1,646,990,000      | 1,150,210,034       | 70%               |
| <b>2014/2015</b>                        | 1,678,774,800      | 1,258,459,123       | 75%               |

Some of the functions in the council include safeguarding the resources and records of the council, coordinating, managing, collecting and safeguarding all district council revenues.

## Challenges

The department faces the following challenges which in one way or another reduce the efficiency of performing day to day tasks.

- Lack of modern revenue collection tools as well lack of knowledge by staff about using such tools.
- Lack of short-term training of public servants according to the modern financial policies (IFMS- Epicor, PranRep).
- Lack of large sources of revenue to cater for the increasing development needs in the district.
- Shortage of financial institutions in the district. For instance, the District has only one Bank that is National Microfinance Bank (NMB) which is not sufficient compared to the reality of services as required.

## ***PUBLIC SERVICE MANAGEMENT***

| PUBLIC SERVANTS OF LUSHOTO COUNCIL |           |           |           |           |
|------------------------------------|-----------|-----------|-----------|-----------|
| CADRE                              | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 |
| PRIMARY EDUCATION TEACHERS         | 2776      | 2850      | 2810      | 2018      |
| SECONDARY EDUCATION TEACHERS       | 890       | 814       | 803       | 915       |
| HEALTH                             | 352       | 396       | 403       | 346       |
| VILLAGE OFFICERS                   | 187       | 164       | 162       | 98        |
| WATER                              | 22        | 23        | 22        | 20        |
| CONSTRUCTION                       | 23        | 21        | 22        | 21        |
| MANAGEMENT                         | 188       | 184       | 180       | 169       |
| AGRICULTURAL OFFICERS              | 56        | 94        | 95        | 67        |
| COOPERATIVE OFFICERS               | 5         | 5         | 5         | 3         |
| LIVESTOCK OFFICERS                 | 46        | 47        | 47        | 28        |
| GRAND TOTAL FOR FINANCIAL YEAR     | 4545      | 4598      | 4549      | 3685      |

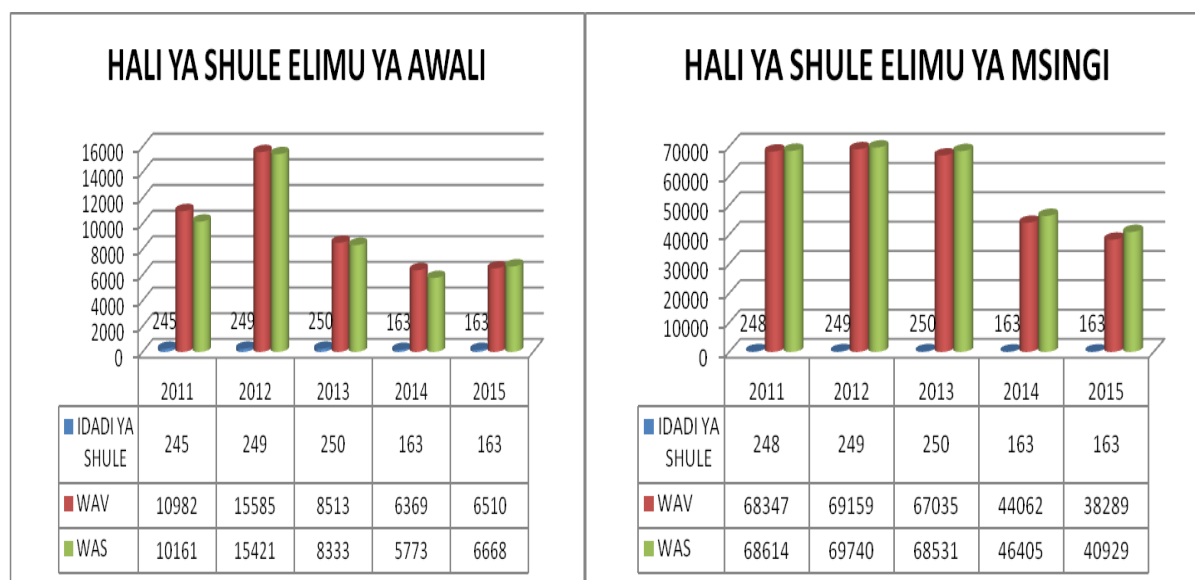
The general goal of the Public Service Management sector in achieving the council's vision is to manage and improve performance by making sure that the available human resources are adequately shared and utilized in the District so as to bring development to its citizens. The situation of public servants is as shown in the above table.

Main challenges that affect Public Service Management sector are as follows:

- Shortage of public servants in different sectors in the district especially in areas that are far from district headquarters.
- Little understanding by public servants about their roles and responsibilities (Lack of understanding of what they are supposed to do as well as their limits)
- Employment that does not consider criteria nor merits
- Little understanding of rights and privileges by public servants while at work.
- Lack of continuous education of working public servants.
- Unfavorable working conditions that do not consider people with special needs.
- Bureaucracy in day to day performance of some departments.
- Inadequate decision-making capacity and delays in making decisions.
- Poor remuneration of public servants due to high cost of living.
- Poor communication between departments causing misuse of financial resources.
- Shortage of vehicles in the Public Service Department that makes it impossible for the department to monitor public servants outside the district headquarters on time.

## EDUCATION SECTOR

### PUBLIC PRE-SCHOOL AND PRIMARY EDUCATION



The number of pre-schools and primary pupils has continued to grow year after year. The only difference is in 2014 where the number decreased due to the division of Lushoto and Bumbuli Councils.

### PUBLIC PRE-SCHOOL AND PRIMARY EDUCATION

| YEAR | PRE-SCHOOL        |      |       |       | PRIMARY CLASS I - VII |      |       |       |
|------|-------------------|------|-------|-------|-----------------------|------|-------|-------|
|      | NUMBER OF SCHOOLS | BOYS | GIRLS | TOTAL | NUMBER OF SCHOOLS     | BOYS | GIRLS | TOTAL |



|      |   |     |     |            |   |     |     |      |
|------|---|-----|-----|------------|---|-----|-----|------|
| 2011 | 4 | 50  | 68  | <b>118</b> | 4 | 224 | 313 | 537  |
| 2012 | 4 | 43  | 72  | <b>115</b> | 4 | 236 | 498 | 734  |
| 2013 | 4 | 414 | 458 | <b>872</b> | 4 | 277 | 551 | 828  |
| 2014 | 5 | 414 | 458 | <b>872</b> | 5 | 393 | 700 | 1093 |
| 2015 | 5 | 56  | 62  | <b>118</b> | 5 | 396 | 650 | 1046 |

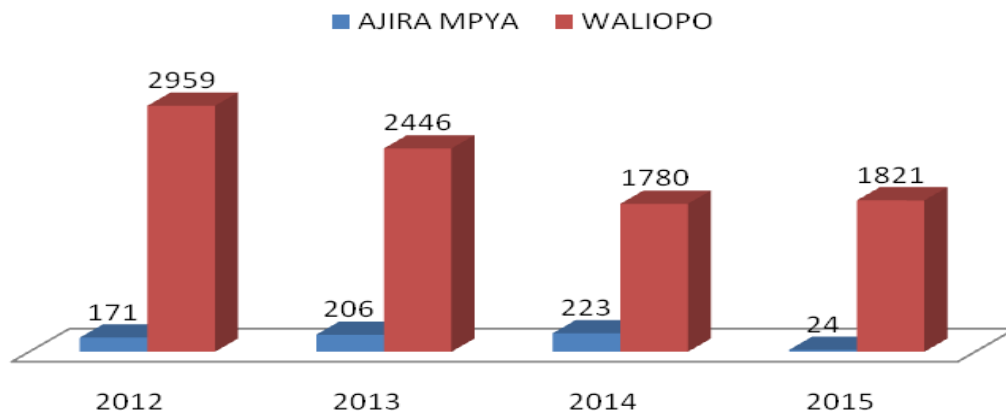
The number of private schools, as well as the number of students, has increased.

#### **REGISTRATION OF STUDENTS WITH SPECIAL NEEDS CLASS I - VII**

| YE<br>AR | ALBINO   |               |           | DEAF     |          |           | BLIND    |          |           | MENTAL<br>DISABILITIE<br>S |          |           | PHYSICAL<br>DISABILITIE<br>S |          |            |
|----------|----------|---------------|-----------|----------|----------|-----------|----------|----------|-----------|----------------------------|----------|-----------|------------------------------|----------|------------|
|          | BO<br>YS | GI<br>RL<br>S | TO<br>TAL | BO<br>YS | BO<br>YS | TO<br>TAL | BO<br>YS | BO<br>YS | TO<br>TAL | BO<br>YS                   | BO<br>YS | TO<br>TAL | BO<br>YS                     | BO<br>YS | TO<br>TAL  |
| 2011     | 31       | 41            | <b>72</b> | 14       | 10       | <b>24</b> | 57       | 37       | <b>94</b> | 30                         | 21       | <b>51</b> | 64                           | 55       | <b>119</b> |
| 2012     | 20       | 15            | <b>35</b> | 14       | 25       | <b>39</b> | 28       | 20       | <b>48</b> | 44                         | 21       | <b>65</b> | 92                           | 69       | <b>161</b> |
| 2013     | 9        | 17            | <b>26</b> | 28       | 19       | <b>47</b> | 32       | 21       | <b>53</b> | 31                         | 20       | <b>51</b> | 63                           | 47       | <b>110</b> |
| 2014     | 11       | 18            | <b>29</b> | 7        | 3        | <b>10</b> | 33       | 20       | <b>53</b> | 46                         | 28       | <b>74</b> | 49                           | 30       | <b>79</b>  |
| 2015     | 8        | 17            | <b>25</b> | 1        | 4        | <b>5</b>  | 32       | 19       | <b>51</b> | 39                         | 23       | <b>62</b> | 41                           | 34       | <b>75</b>  |

The table above shows the students with special needs for each year. The total number of registered students decreased. This is due to the division of Lushoto and Bumbuli Councils.

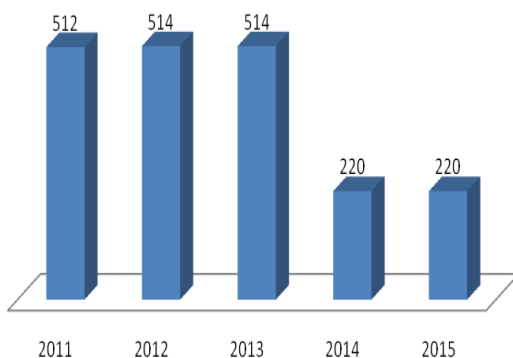
## HALI YA WALIMU SHULE ZA MSINGI



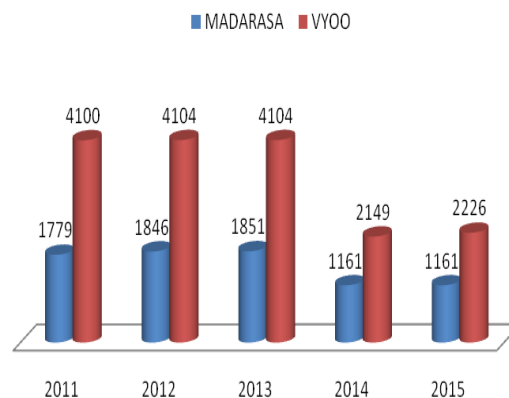
The number of teachers has been increasing year after year due to the increase in new jobs. The only difference is in 2014 where the number decreased due to the division of Lushoto and Bumbuli Councils.

## PRIMARY EDUCATION INFRASTRUCTURE

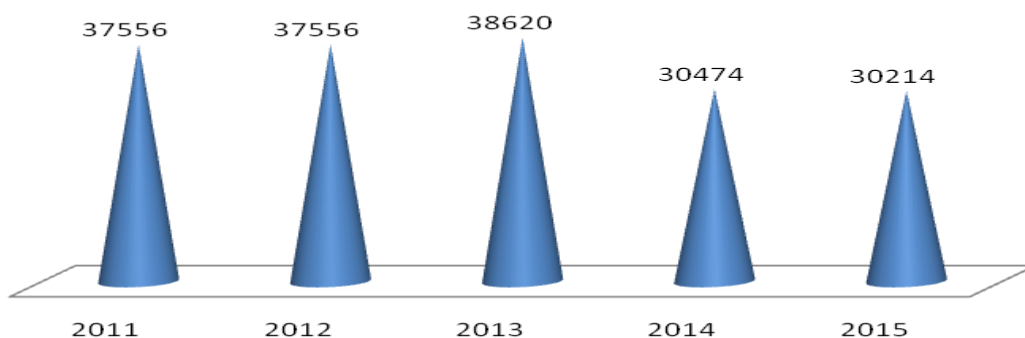
### NYUMBAZA WALIMU



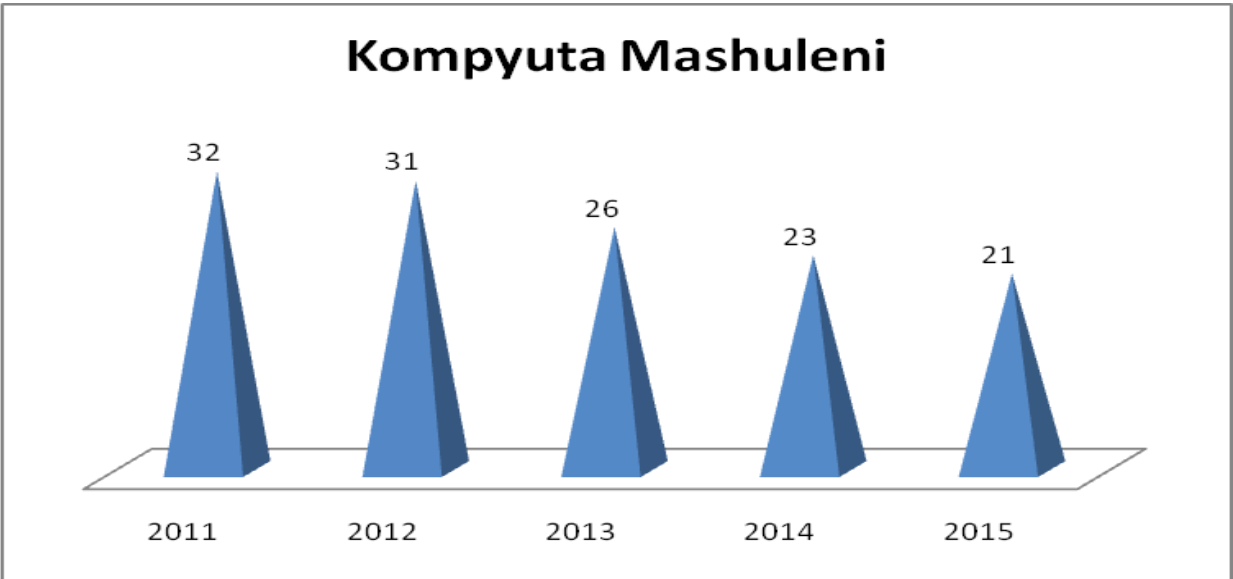
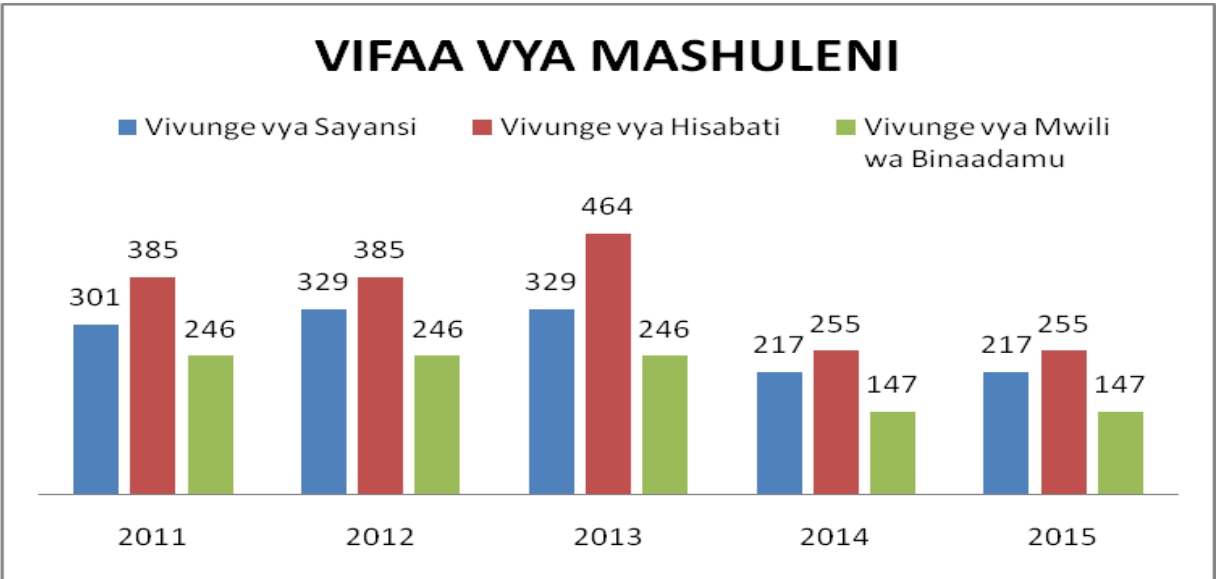
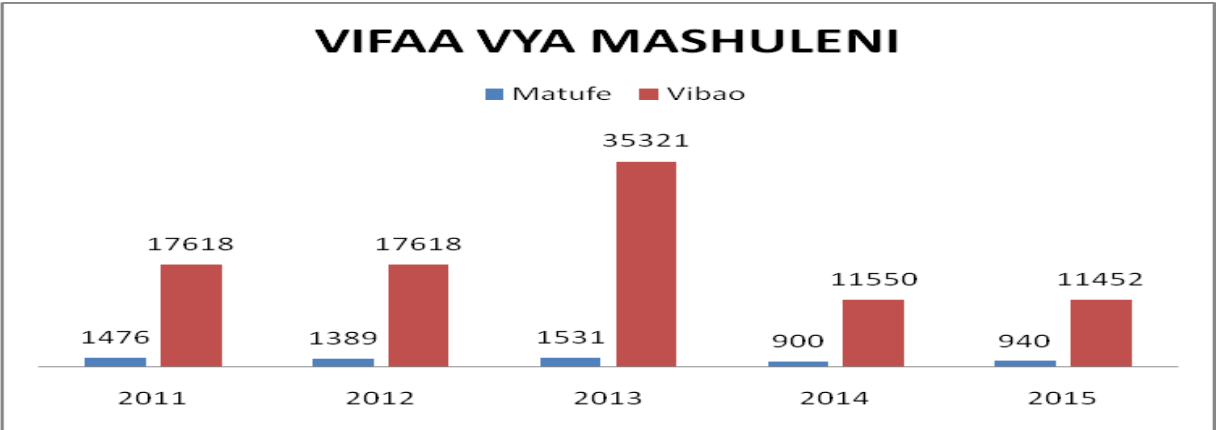
### MADARASA NA VYOO



### MADAWATI



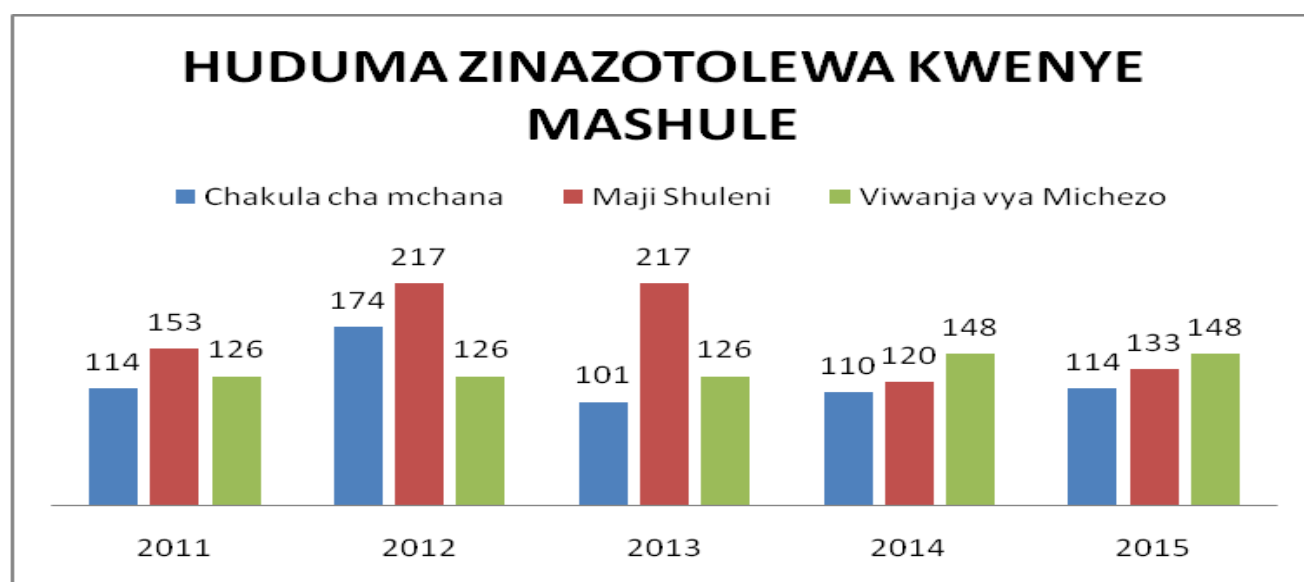
The number of desks decreased in 2014 and 2015 due to the division of Bumbuli and Lushoto councils



## BOOKS IN SCHOOLS

| YEAR | MATHEMATICS | ENGLISH | SCIENCE | SWAHILI | GEOGRAPHY | SKILLS / CIVIC EDUCATION | HISTORY | CAREER SKILLS | CHARACTER AND SPORTS | COMMUNICATION | FRENCH | RATIO |
|------|-------------|---------|---------|---------|-----------|--------------------------|---------|---------------|----------------------|---------------|--------|-------|
| 2011 | 35249       | 33015   | 29475   | 31731   | 18954     | 16921                    | 16944   | 25298         | 22293                | 3099          | 174    | 1: 4  |
| 2012 | 35249       | 33015   | 29475   | 31731   | 18954     | 16921                    | 16944   | 25298         | 22293                | 3099          | 174    | 1: 4  |
| 2013 | 29361       | 26777   | 21953   | 30033   | 22179     | 14282                    | 14454   | 23961         | 23807                | 3099          | 174    | 1: 5  |
| 2014 | 49935       | 51460   | 47714   | 48995   | 18406     | 16525                    | 14777   | 19061         | 15340                | 1249          | 174    | 1: 2  |
| 2015 | 52489       | 53231   | 49073   | 50579   | 19949     | 19146                    | 17265   | 22194         | 25618                | 8099          | 174    | 1: 2  |

Books in schools continue to increase from year to year and the average student to book ratio is shown in the table above.



Water services in schools, lunch programs and playing fields have continued to rise. The table above shows that in 2012 to 2013 services increased, on the other hand, in 2014 the services decreased due to the division of Bumbuli and Lushoto Councils.

## SECONDARY EDUCATION

Lushoto District Council has a total of 60 secondary schools of which public schools are 53 while 7 are private. The number of students is 16,030 boys 6112 and 9918 girls.

## SCHOOL INFRASTRUCTURE

The magnitude of this challenge is statistically shown in the table below: -

| <b>No.</b> | <b>Type</b>                  | <b>Needs</b> | <b>Available</b> | <b>Shortage</b> |
|------------|------------------------------|--------------|------------------|-----------------|
| 1          | Classrooms                   | 588          | 466              | 123             |
| 2          | Teachers' Houses             | 560          | 52               | 508             |
| 3          | Administration Block         | 53           | 13               | 40              |
| 4          | Latrines for teachers        | 156          | 94               | 62              |
| 5          | Latrines for students        | 1,164        | 668              | 496             |
| 6          | Laboratories                 | 159          | 159              | 0               |
| 7          | Library                      | 53           | 2                | 51              |
| 8          | Dormitory                    | 106          | 5                | 101             |
| 9          | Desks                        | 16458        | 13947            | 2511            |
| 10         | Halls                        | 53           | 2                | 51              |
| 11         | Teachers' tables             | 1,832        | 632              | 1200            |
| 12         | Teachers' chairs             | 1832         | 632              | 1200            |
| 13         | Students' chairs             | 25,992       | 20216            | 5776            |
| 14         | Office cabinets for teachers | 1,412        | 312              | 1100            |
| 15         | Lockers for students         | 234          | 78               | 156             |

### **Science and Business Teachers.**

Statistics of this challenge is as follows: -

| <b>TYPE</b>  | <b>MEN</b>    |                   |                  | <b>WOMEN</b>  |                   |                  |
|--------------|---------------|-------------------|------------------|---------------|-------------------|------------------|
|              | <b>NEED S</b> | <b>AVAILABL E</b> | <b>SHORTAG E</b> | <b>NEED S</b> | <b>AVAILABL E</b> | <b>SHORTAG E</b> |
| SCIENCE      | 159           | 87                | 72               | 159           | 47                | 112              |
| ARTS         | 212           | 484               | 0                | 212           | 248               | 0                |
| BUSINESS     | 53            | 19                | 34               | 53            | 4                 | 49               |
| MATHEMATIC S | 53            | 28                | 25               | 53            | 13                | 40               |
|              | <b>477</b>    | <b>595</b>        | <b>130</b>       | <b>53</b>     | <b>13</b>         | <b>201</b>       |

## NATIONAL EXAMINATIONS

Statistics of this challenge is as follows: -

| YEAR | CANDIDATES | SUCESS PER CLASS |       |        |      |       |      | FAILURES |      |
|------|------------|------------------|-------|--------|------|-------|------|----------|------|
|      |            | I                | II    | III    | IV   | TOTAL | %    | 0        | %    |
| 2010 | 2,266      | 96               | 113   | 306    | 2831 | 3346  | 76.1 | 1044     | 23.9 |
| 2011 | 2,766      | 90               | 104   | 230    | 1835 | 2259  | 81.7 | 507      | 18.3 |
| 2012 | 3901       | 88               | 116   | 143    | 844  | 1191  | 30.5 | 2710     | 69.5 |
| 2013 | 3571       | 155              | 173   | 295    | 1138 | 1761  | 49.3 | 1810     | 50.7 |
| 2014 | 1854       | Distinction      | Merit | Credit | Pass | TOTAL | 64.3 | Fail     | 36.6 |
|      |            | 136              | 154   | 207    | 657  | 1154  |      | 678      |      |

Although performance has been increasing year after year the performance is still not satisfactory so as to achieve the goals of an average of 70% of the BRN goals in education.

## SCHOOL ATTENDANCE.

### NUMBER OF STUDENTS IN SCHOOLS FOR 5 YEARS

| YEAR | BOYS  | GIRLS | TOTAL |
|------|-------|-------|-------|
| 2011 | 12622 | 13923 | 26545 |
| 2012 | 13701 | 15411 | 29112 |
| 2013 | 6271  | 7686  | 16957 |
| 2014 | 6394  | 9333  | 1527  |
| 2015 | 6112  | 9918  | 1630  |

Poor students' attendance was caused by absenteeism, pregnancies and diseases.

## ART BOOKS.

The statistics of school books is as follows: -

| YEAR | MATHEMATICS | BIOLOGY | CHEMISTRY | PHYSICS | ENGLISH | SWAHILI |
|------|-------------|---------|-----------|---------|---------|---------|
|------|-------------|---------|-----------|---------|---------|---------|

|      |        |        |        |        |       |      |
|------|--------|--------|--------|--------|-------|------|
| 2012 | 10,908 | 7041   | 6995   | 7987   | 7899  | 6771 |
| 2014 | 11,628 | 7,429  | 7579   | 8143   | 8218  | 6694 |
| 2015 | 18,889 | 12,530 | 12,680 | 13,244 | 8,218 | 6694 |

| <b>YEAR</b> | <b>HISTORY</b> | <b>COMMERCE</b> | <b>CIVIC<br/>EDUCATION</b> | <b>GEOGRAPHY</b> | <b>BEE<br/>KEEPING</b> |
|-------------|----------------|-----------------|----------------------------|------------------|------------------------|
| 2013        | 2919           | 199             | 3098                       | 3819             | 104                    |
| 2014        | 3811           | 202             | 3222                       | 4262             | 153                    |
| 2015        | 3811           | 202             | 3222                       | 4262             | 153                    |

Ratio of mathematics and science textbooks is 1: 1, and art ratio is equal to 1: 3

## **FORM FIVE AND SIX "A" LEVEL SCHOOLS**

### **Public secondary schools**

| YEAR  | 2011 | 2012 | 2013 | 2014 | 2015 |
|-------|------|------|------|------|------|
| FORM  | 52   | 52   | 52   | 52   | 49   |
| 1: 4  |      |      |      |      |      |
| 1 - 6 | 01   | 01   | 01   | 01   | 04   |
| TOTAL | 53   | 53   | 53   | 53   | 53   |

The table shows the number of secondary schools: forms 1- 4 and forms 5 and 6. The availability of a few schools in comparison to the needs of students who completed form four "O" Level

### **PRIVATE SECONDARY SCHOOLS**

| <b>Year</b>  | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>2014</b> | <b>2015</b> |
|--------------|-------------|-------------|-------------|-------------|-------------|
| FORM         | 4           | 4           | 4           | 4           | 4           |
| 1-4 only     |             |             |             |             |             |
| 1 - 6        | 3           | 3           | 3           | 3           | 3           |
| <b>TOTAL</b> | <b>7</b>    | <b>7</b>    | <b>7</b>    | <b>7</b>    | <b>7</b>    |

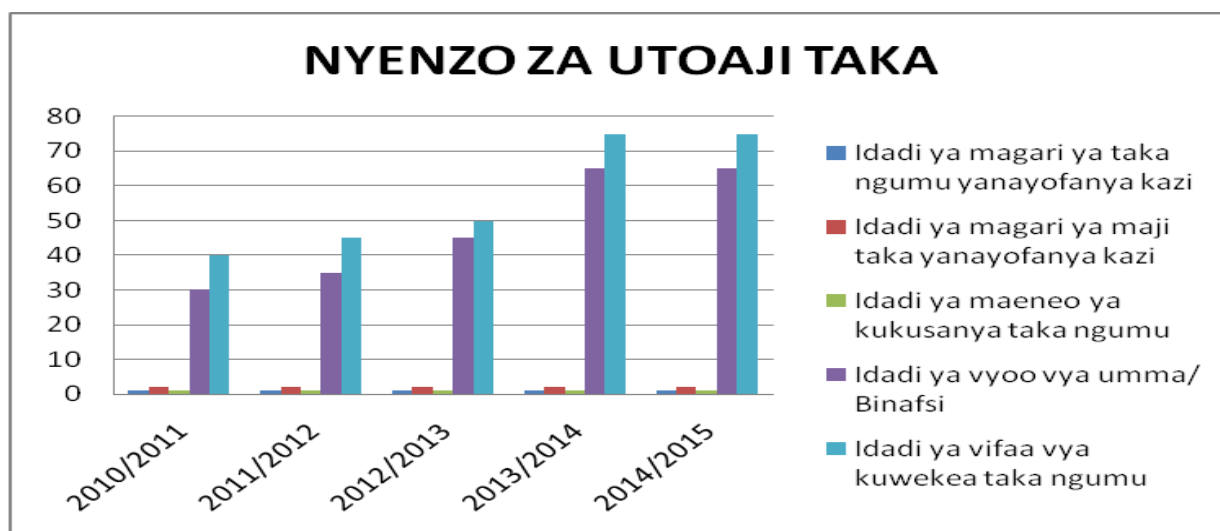
The table shows the number of secondary schools: forms 1- 4 and forms 5 and 6.

### Challenges include

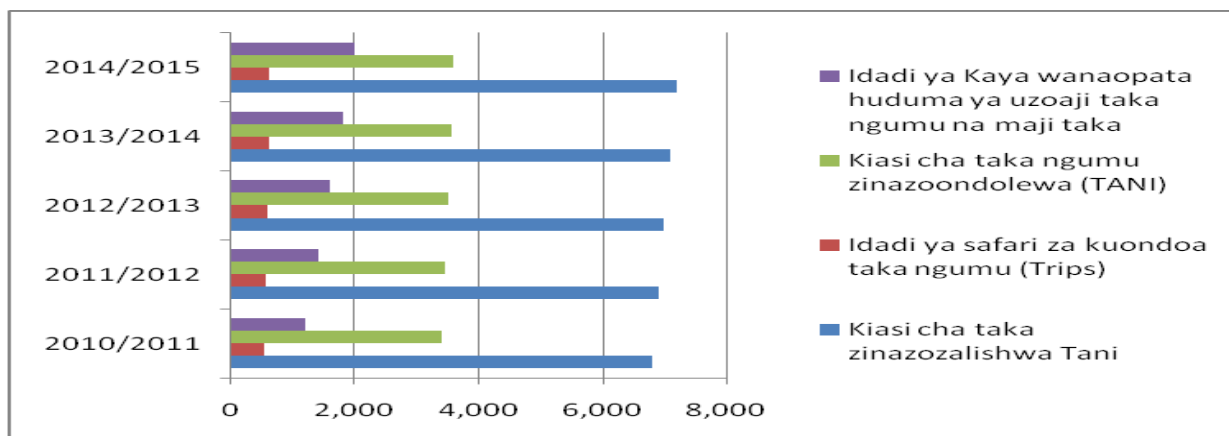
- Lack of friendly infrastructure for students and teachers
- Lack of electricity and water
- Shortage of teaching and learning materials
- Lack of transport facilities such as vehicles in schools.
- Shortage of resources (e.g. Computers, Printers and Photocopy machines)
- Lack of laboratory equipment and learning model drugs
- Shortage of playgrounds and sports facilities for students and teachers
- Lack of survey of school lands
- Poor performance of the students especially in science education
- Students not taking lunch
- Lack of school compound

### ENVIRONMENT

#### LIQUID AND SOLID WASTE CONDITION



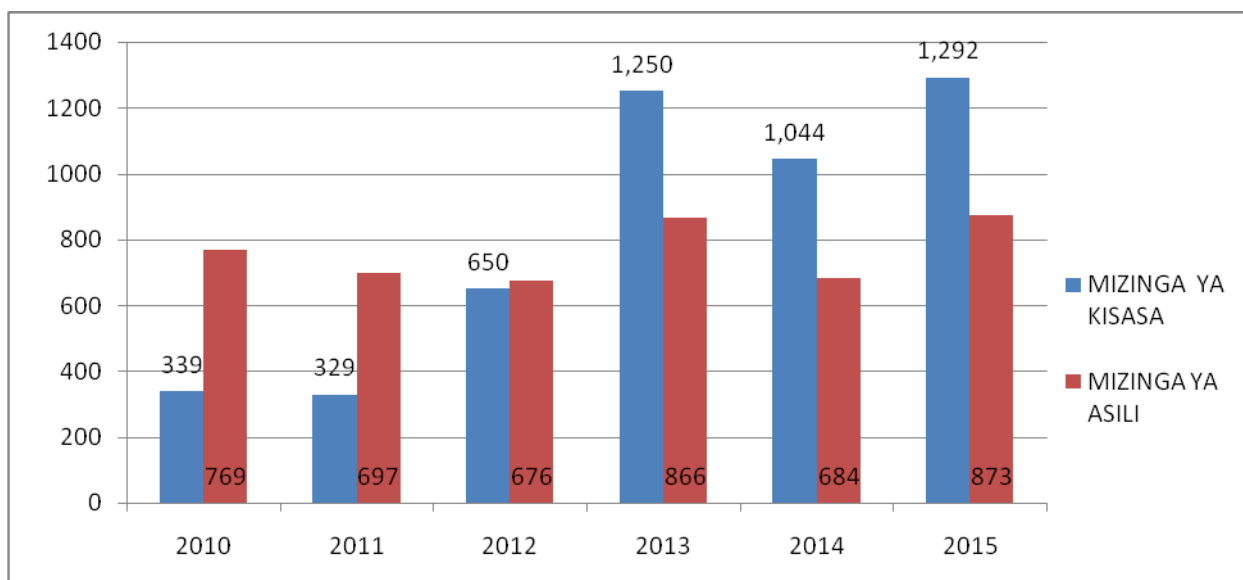




## ***LAND, NATURAL RESOURCES AND TOURISM***

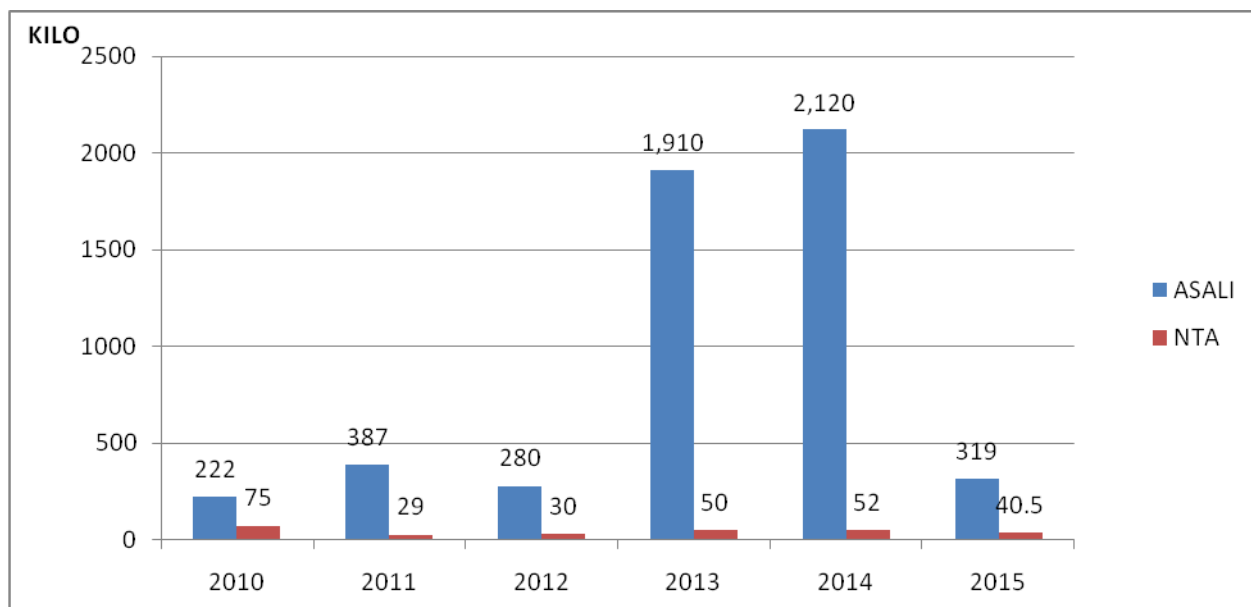
### **BEEKEEPING 2010 - 2015**

#### **NUMBER OF TRADITIONAL AND MODERN BEEHIVES**



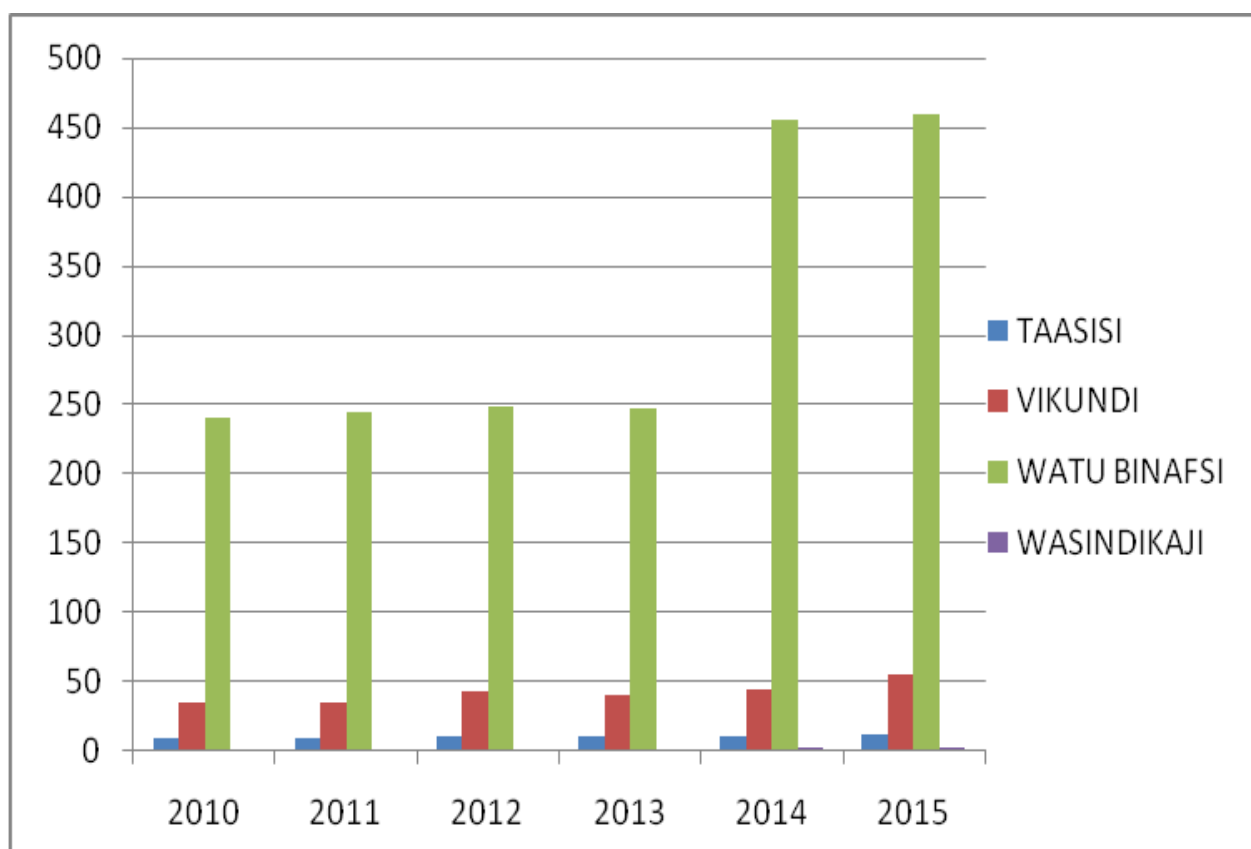
The number of modern beehives has been increasing in recent years compared to 2010, 2011, 2012 where traditional beehives were many.

#### **PRODUCTION OF HONEY AND WAX (PER KG)**



Honey production has been increasing year after year as the table above shows. The increase in production has been driven by the social awareness about beekeeping and use of good beekeeping practices.

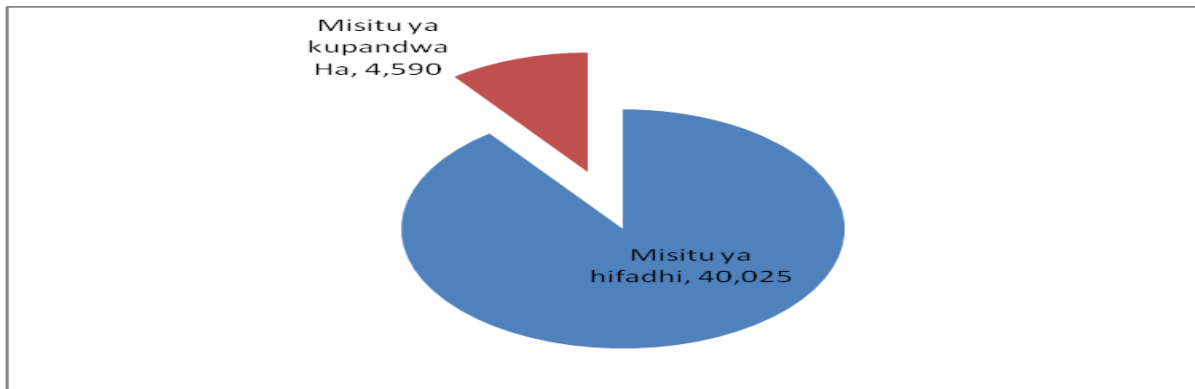
#### NUMBER OF GROUPS INVOLVED IN BEEKEEPING



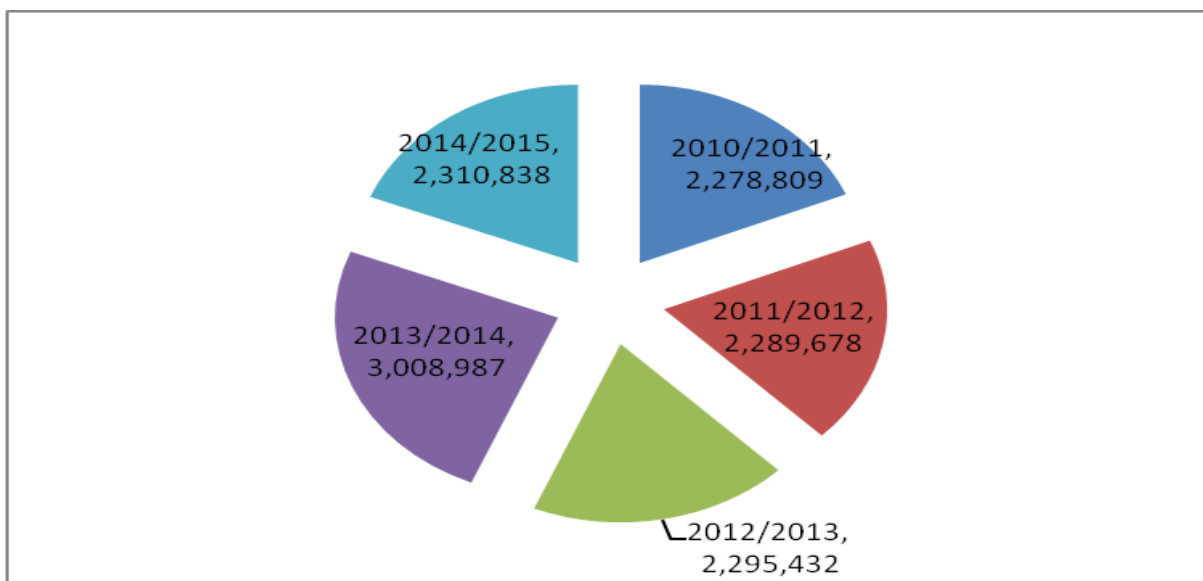
The number of individuals involved in beekeeping is more compared to other groups per year.

## FORESTRY

**Forest cover in Lushoto Council is 44,680**



## TREE-PLANTING



Tree-planting is increasing from year to year as shown in the table above

## LAND AND URBAN DEVELOPMENT

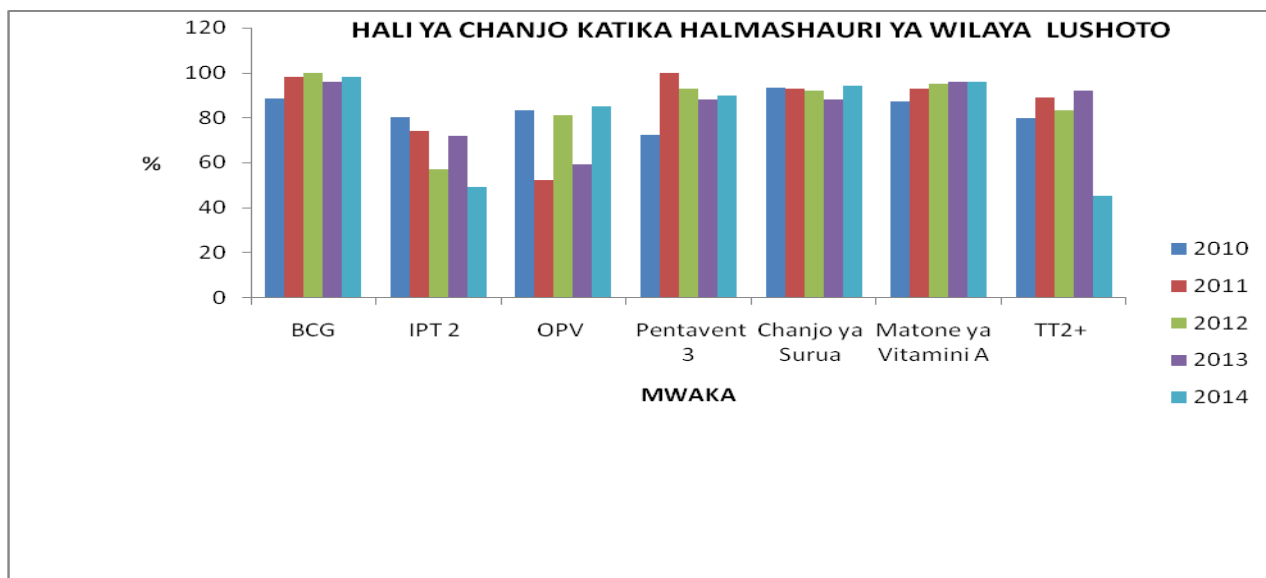
| Explanation | 2010/2011<br>1 | 2011/2011<br>2 | 2012/201<br>3 | 2013/201<br>4 | 2014/201<br>5 |
|-------------|----------------|----------------|---------------|---------------|---------------|
|-------------|----------------|----------------|---------------|---------------|---------------|

|  |      |      |      |      |      |
|--|------|------|------|------|------|
| The number of residential plots surveyed   | 132  | 201  | 287  | 304  | 517  |
| Number of villages surveyed  | 102  | 102  | 102  | 102  | -    |
| The number of title deeds issued   | 62   | 74   | 93   |      | 200  |
| The number of citizens who have received land title deeds through customary certificates | 16   | 21   | 29   | 34   | 40   |
| Number of Land Council offices and District Housing                                      | 1    | 1    | 2    | 2    | 3    |
| Number of citizens trained in land laws, urban planning and the efficient use of land.   | 1500 | 1780 | 1871 | 1982 | 2100 |
| The number of areas to establish a Land Bank   | 1    | 1    | 1    | 2    | 3    |
| Recognition of village boundaries  | 5    | 5    | 6    | 6    | 7    |
| Establishment of Land Registry   | 1    | 1    | 2    | 2    | 3    |

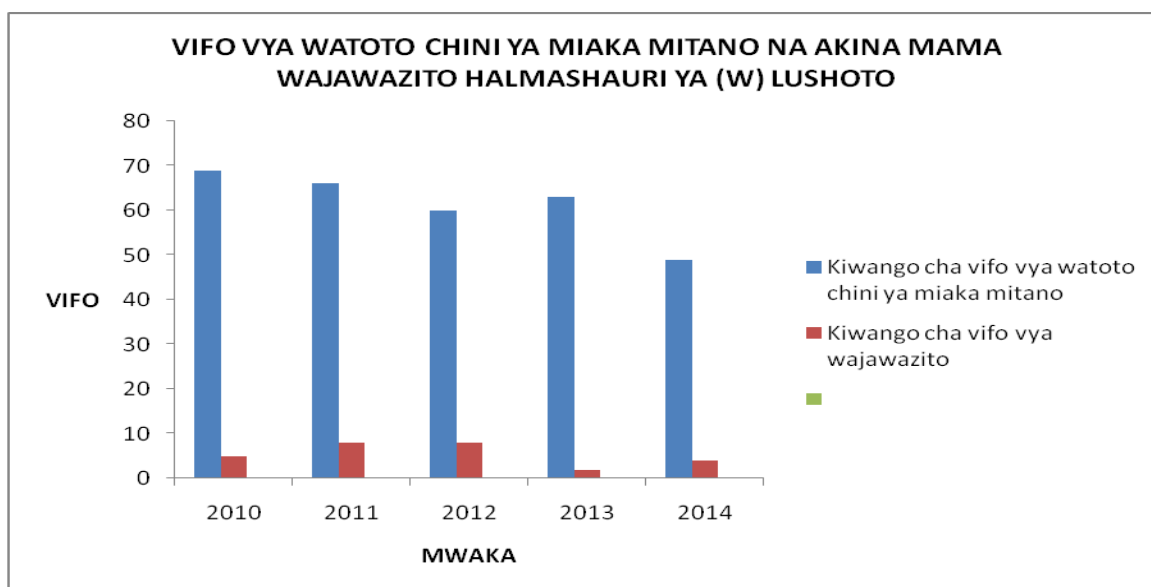
Improvement of urban planning continues year after year

## ***HEALTH***

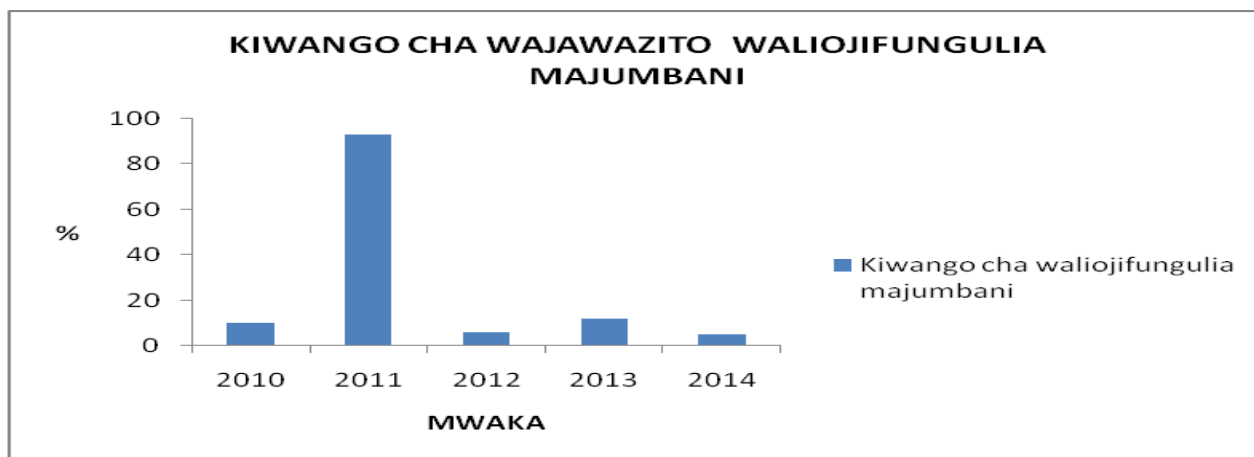
### **STATE OF HEALTH 2010 TO 2015**



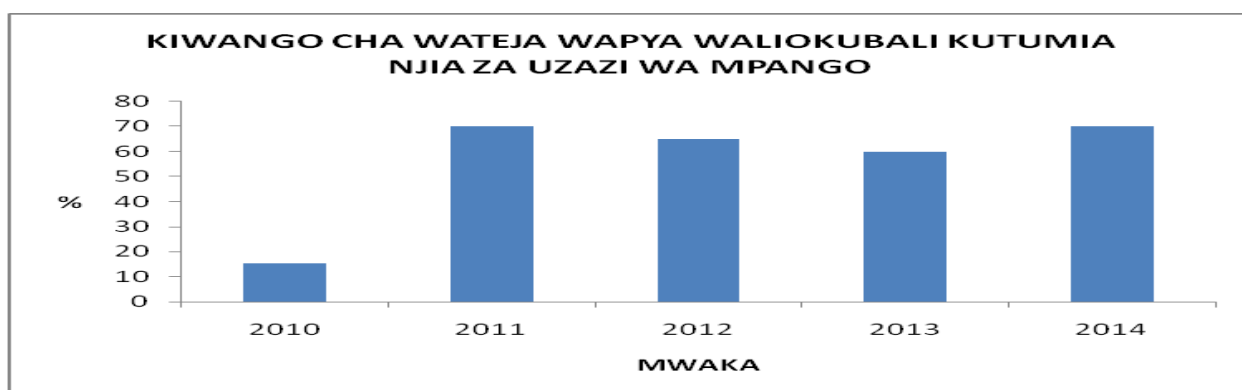
**Explanation:** Vaccination condition is good but more strategies are needed to ensure vaccination rate does not fall.



**Explanation:** Deaths of children under five years and pregnant women have reduced, but more strategies are needed to reduce further.

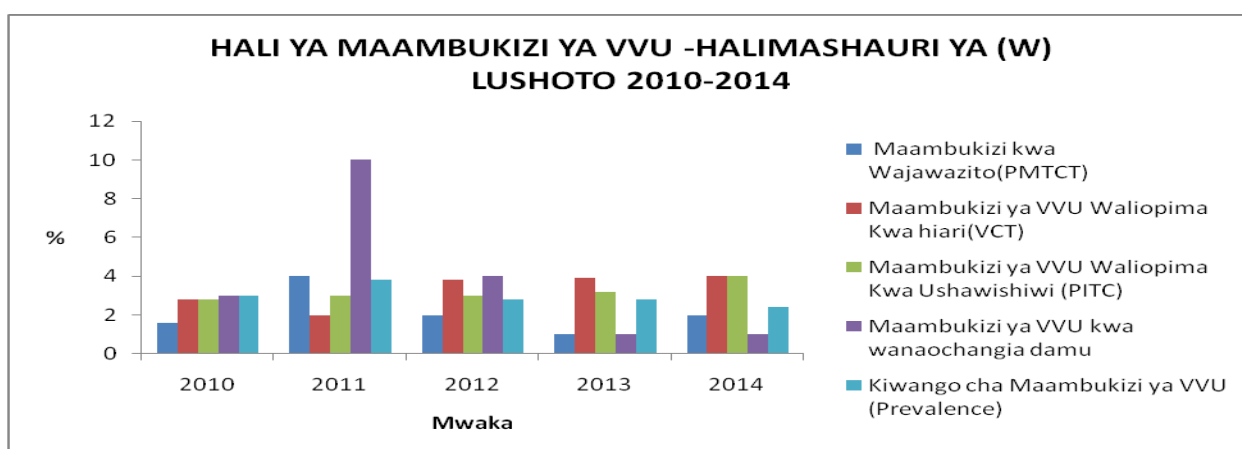


**Explanation:** The number of pregnant women who give birth at home reduced compared to previous three years. However, more strategies are needed to face the challenge of mothers delivering at home.



**Explanation:** Awareness of the benefits of family planning is still required in dealing with the problem of maternal mortality.

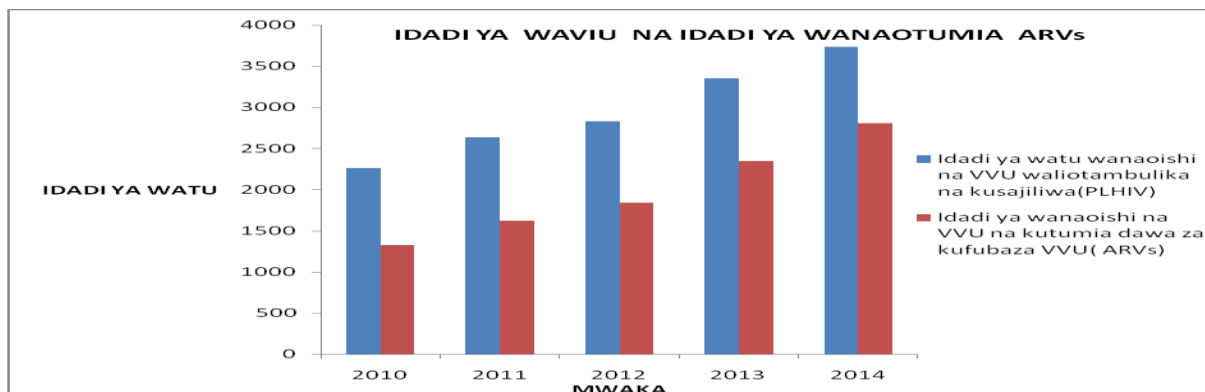
1. To reduce mortality in children under five years from 49 deaths to 45 deaths by 2020



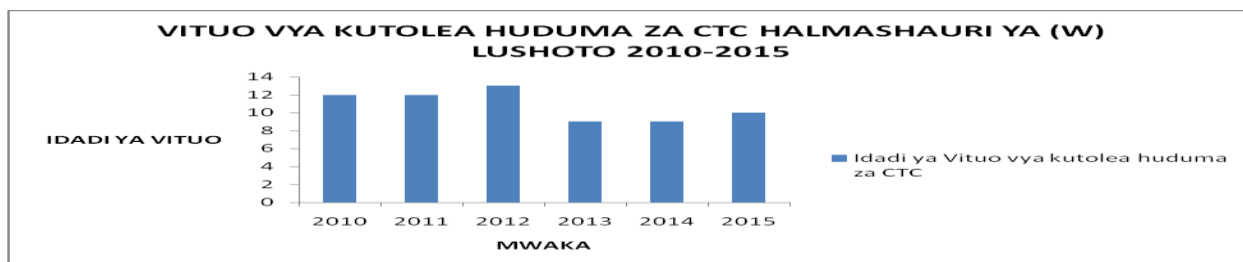
2. To reduce maternal mortality from 4 to 2 deaths by 2020

## Explanation

- Malaria-related deaths are declining. However, more strategies are needed to further reduce deaths from malaria.
- HIV prevalence in the community is still a problem. Therefore, strategies are needed in the fight against this disease.



**Explanation:** Public awareness about the importance of joining CTC services has increased as well as the use antiretroviral drugs.

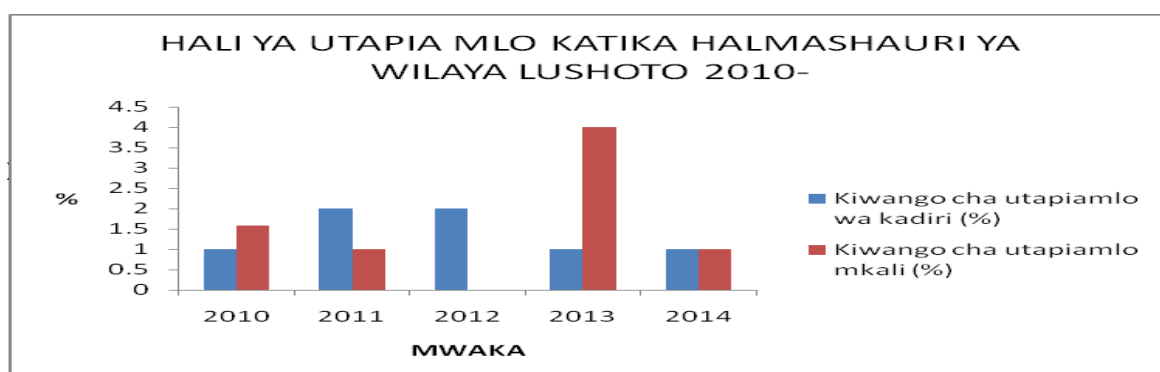


**Explanation:** Centres providing CTC services have reduced due to the division of the council (Lushoto and Bumbuli)

## Objectives:

- To reduce the impact of malaria from 22% to 20% by 2020
- To reduced HIV infections from 2.4% to 1.9% by 2020
- To reduce the rate of Sexually Transmitted Diseases from 2.6% to 2% by 2020.
- To reduce new cases of Tuberculosis from 226 to 169 patients by 2020
- To reduce new leprosy cases from 12 to 9 patients

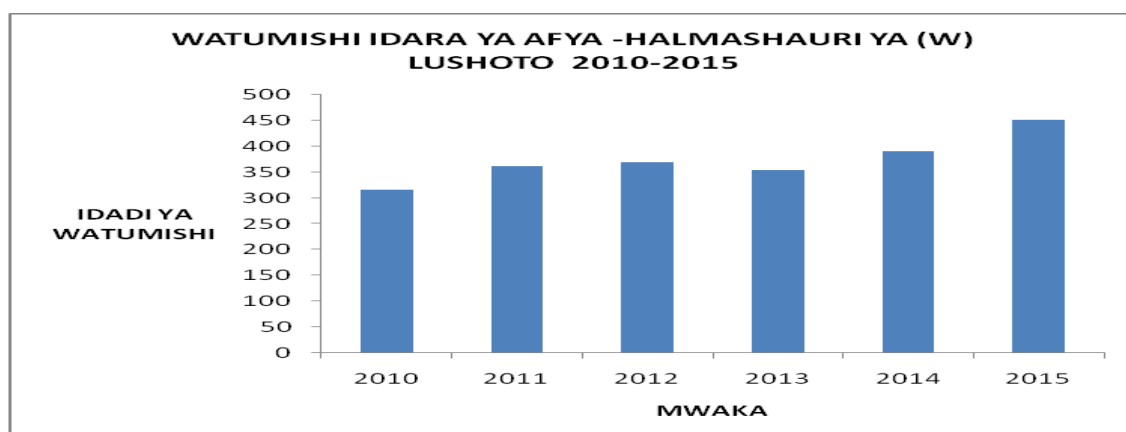
by 2020



**planation:** Malnutrition remains a problem in this society. Therefore, more strategies are needed in the fight against malnutrition.

### Objectives:

- To reduce the rate of malnutrition in children aged under 5 years from 3.9% - 1%
- To Improve nutrition for admitted patients from 40% to 50% by 2020
- To reduce eye infections from 2.5% to 2% by 2020
- To reduce the rate mouth and dental infections from 1% to 0.5% by 2020
- To reduce potential cholera outbreak from 28 to 20 villages by 2020
- To reduce the rate of neglected diseases from 50% to 45% by 2020
- To enhance sanitation at service centres by 2020.
- To enhance access to healthcare to children living in harsh conditions by 2020.



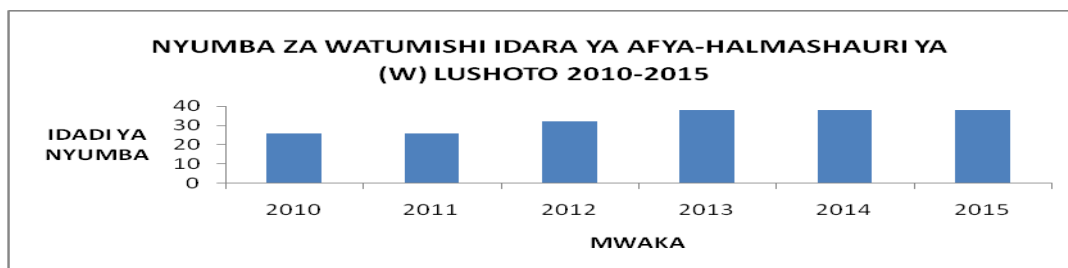
Explanation: The health department should have a total of 818 public servants, but according to the Ministry of Health and Social Welfare 2014-2019, until now, the department has only 451 public servants.

### Objectives:

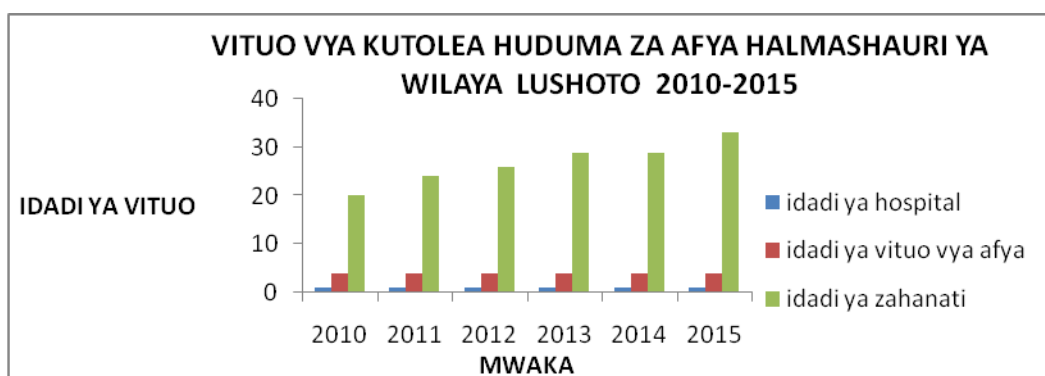
- To reduce the shortage of mixed skilled health staff from 45% to 30% by 2020
- To enhance management and governance systems at all levels from 55% to 60% by 2020
- To enhance emergency / disaster preparedness and response by 2020
- To increase public awareness on the prevention and treatment of disease increases by 2020.
- To reduce delay of transferring patients from traditional healers to health centres from 2% to 1% by 2020

### CONSTRUCTION AND REHABILITATION OF HEALTH INFRASTRUCTURE





**Explanation:** The health department should have at least 76 double-roomed houses, but until now it has just 38 double-roomed houses. Even the existing buildings need renovation.



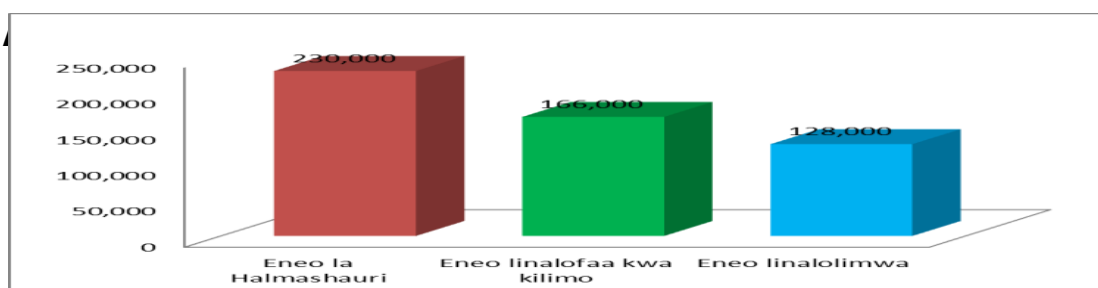
**Explanation** : The health department has a total of 38 service

provision centres, one hospital, four health centres and 33 dispensaries. However, there is a need to expand/increase infrastructure especially in district hospitals based on the increase of service users (clients) that is incompatible with existing infrastructure.

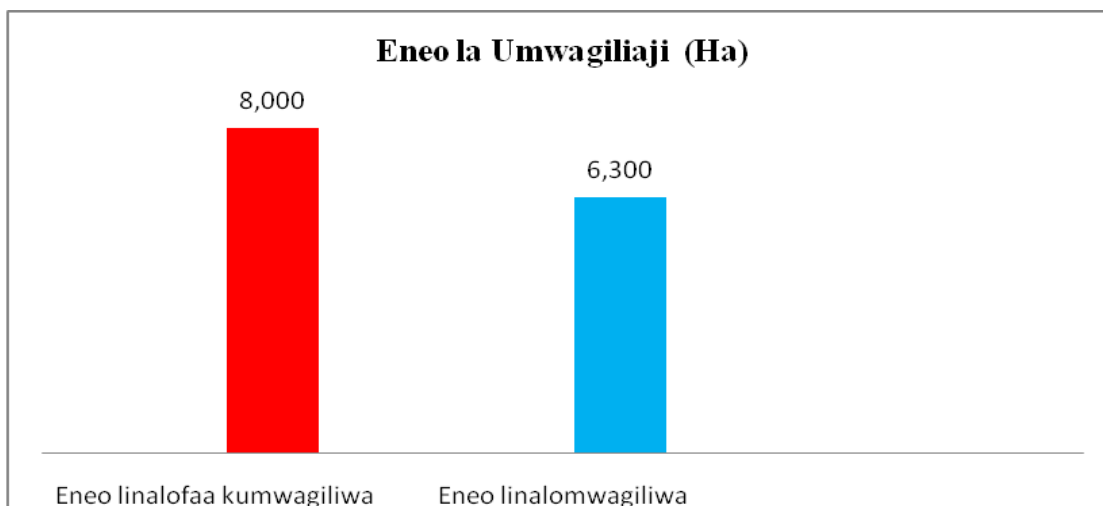
### Objectives:

- To enhance health care Infrastructure from 50% to 55% by 2020

### ***AGRICULTURE, IRRIGATION AND COOPERATIVE SECTORS***

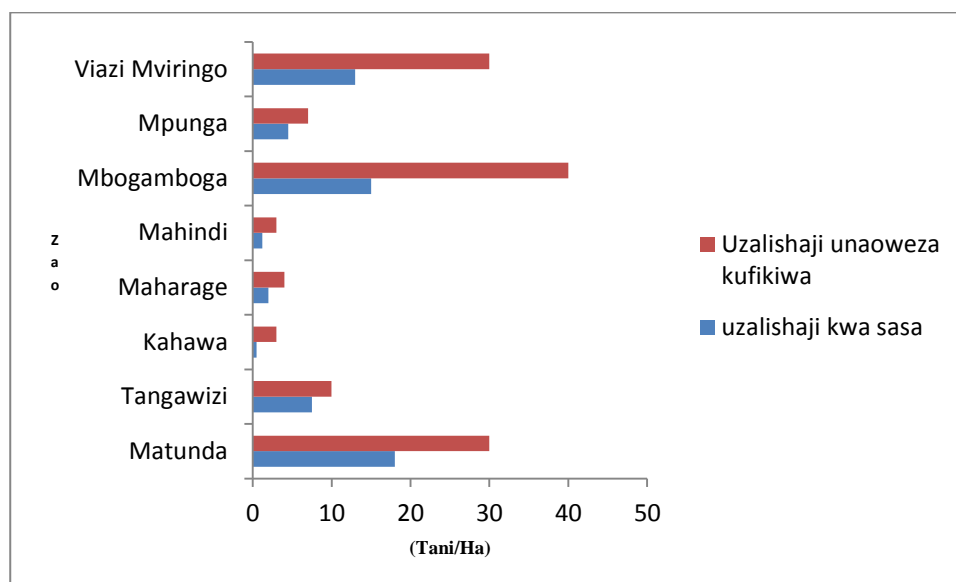


**Explanation:** The area under cultivation is equal to 77.11 percent of the total cultivable area. The goal is to reach 100 percent of the cultivable area by increasing and enhancing the irrigation infrastructure.



The irrigation area is equivalent to 78.75 percent of the irrigatable land. Creation of irrigation infrastructure will enable utilization of the entire area.

The production of important crops per area (Tons / Ha)



## Production of food crops

|         | 2011  |                | 2012  | 2013           |       | 2014           |       | 2015           |       |                |
|---------|-------|----------------|-------|----------------|-------|----------------|-------|----------------|-------|----------------|
| Crop    | Area  | Productio<br>n | Area  | Productio<br>n | Area  | Productio<br>n | Area  | Productio<br>n | Area  | Productio<br>n |
|         | (Ha)  | (Tonnes)       | (Ha)  | (Tonnes)       | (Ha)  | (Tonnes)       | (Ha)  | (Tonnes)       | (Ha)  | (Tonnes)       |
| Maize   | 5480  | 6576           | 6299  | 7559           | 6301  | 7807           | 6525  | 7830           | 6301  | 7807           |
| Cassava | 1697  | 3203           | 1702  | 3777           | 1705  | 3833           | 1707  | 4322           | 1705  | 3833           |
| Rice    | 822   | 1644           | 823   | 1646           | 825   | 1648           | 840   | 1680           | 825   | 1648           |
| Beans   | 19102 | 28653          | 19276 | 28914          | 19281 | 28957          | 20626 | 30940          | 19281 | 28957          |

|                     |              |              |              |               |              |               |              |               |              |               |
|---------------------|--------------|--------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|
| <b>Irish potato</b> | 10810        | 54048        | 14563        | 72814         | 14568        | 73470         | 14771        | 77848         | 14568        | <b>73470</b>  |
| <b>TOTAL</b>        | <b>37911</b> | <b>94124</b> | <b>42663</b> | <b>114710</b> | <b>42680</b> | <b>115715</b> | <b>44269</b> | <b>122620</b> | <b>42680</b> | <b>115715</b> |

## Cash crop production

|                    | 2011        |                     | 2012         |                     | 2013         |                     | 2014         |                     | 2015         |                     |
|--------------------|-------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|
| <b>Crop</b>        | Area (Ha)   | Production (tonnes) | Area (Ha)    | Production (tonnes) | Area (Ha)    | Production (tonnes) | Area (Ha)    | Production (tonnes) | Area (Ha)    | Production (tonnes) |
| <b>Cashew nuts</b> | 16          | 8                   | 16           | 8                   | 18           | 9                   | 18           | 9                   | 18           | 9                   |
| <b>Coffee</b>      | 603         | 221                 | 605          | 271                 | 250          | 125                 | 250          | 125                 | 250          | 125                 |
| <b>Palm trees</b>  | 87          | 44                  | 105          | 52                  | 105          | 52                  | 202          | 101                 | 202          | 101                 |
| <b>Vegetables</b>  | 3010        | 60200               | 4243         | 84860               | 6344         | 126880              | 7530         | 90600               | 7530         | 90600               |
| <b>Fruits</b>      | 5578        | 55780               | 6032         | 60320               | 7074         | 7740                | 7074         | 7740                | 7800         | 78000               |
| <b>GRAND TOTAL</b> | <b>9294</b> | <b>116253</b>       | <b>11001</b> | <b>145511</b>       | <b>13791</b> | <b>134806</b>       | <b>15074</b> | <b>98575</b>        | <b>15800</b> | <b>168835</b>       |

## Explanation:

There is a high possibility of increasing the production of different crops because potential production has not been achieved. Achieving potential production requires the use of the best technology and adherence to good agricultural practices.

The reasons for the decline and rise off production is due to poor use of agricultural inputs (price and availability), climate change (drought, floods), loss of soil fertility, limited use of new technologies (green house, drip irrigation).

## OBJECTIVES:

To increase the use of quality crop seeds from 926 tonnes (2015/2016) to 1,456 tonnes by 2019/2020.

To increase use of quality cash crop seeds from 38 tonnes (2015/2016) to 57 tonnes by 2019/2020.

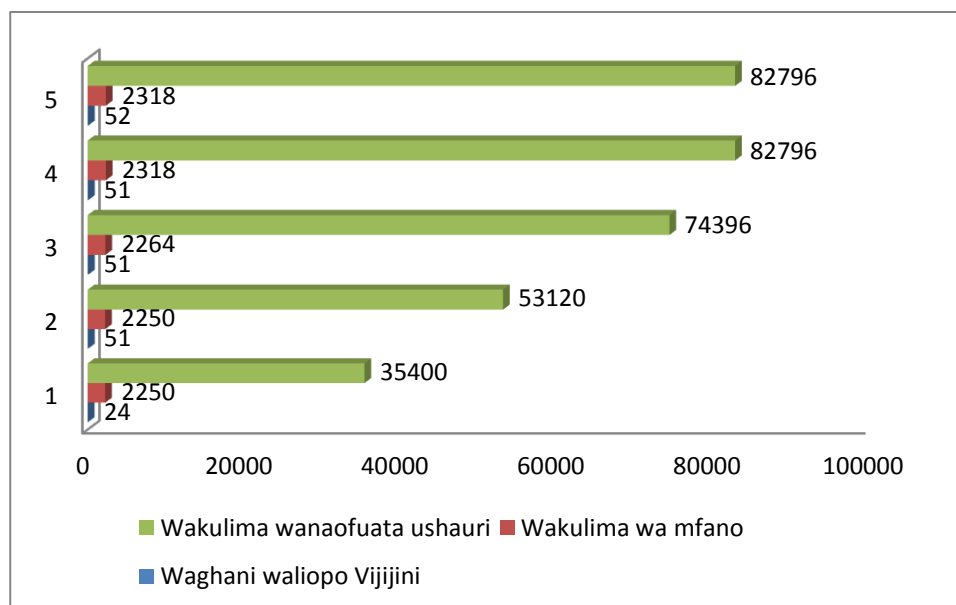
To increase the use of manure from 14,354 tonnes ((2015/2016) to 18,495 tonnes by 2019/2020

To increase the use of fertilizers from 473,154 tonnes (2015/2016) to 727,930 tonnes by 2019/2020

To provide training on good agricultural practices to 283,000 farmers by 2019/2020.

To provide training on good agricultural practices to 283,000 farmers by 2019/2020.

### To provide rural extension services



### Explanation:

The number of rural extension officers is not enough.

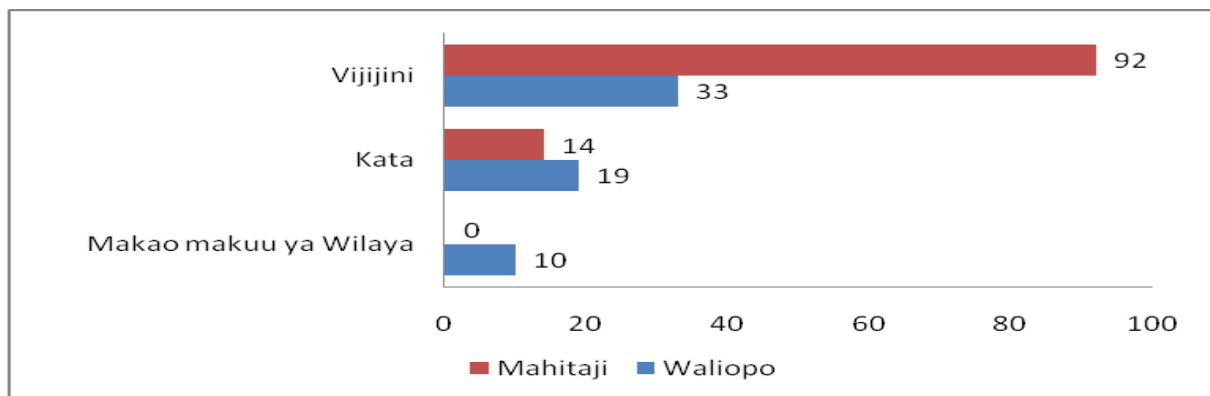
For example, financial resources and equipment. Few means of transport (motorcycles)

### Objectives:

To increase the number of extension officers in rural areas and wards by employing them in phases from 52 officers (33%) 2015/2016 to 95 (60%) by 2019/2020.

To provide extension officers in wards and villages with motorcycles from 25 in 2015/2016 to 33 motorcycles by 2019/2020.

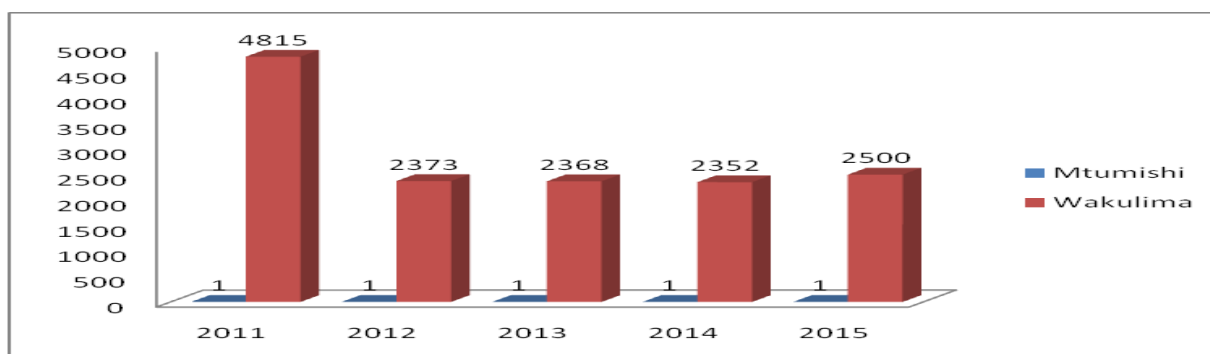
## To provide rural extension services



The number of rural extension officers at the village level is equal to 35 percent of the needs of 125 villages.

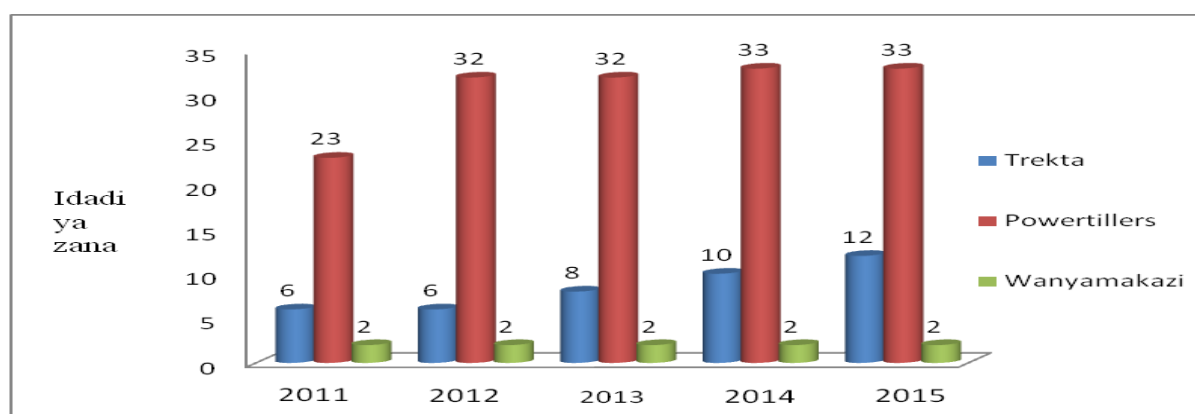
Ward public servants number is equal to 57 percent of the needs in 33 wards.

## The ratio of extension officers to farmers



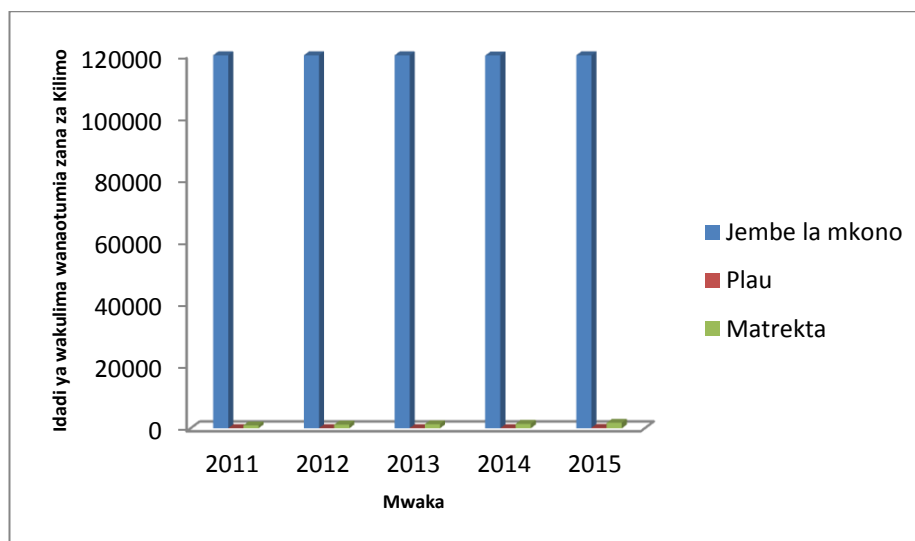
The number of extension officers is equal to 56 percent of needs.

## Number of available modern farming tools



Farmers have not appreciated the use of animal traction in agriculture

## Use of agricultural tools



### Explanation

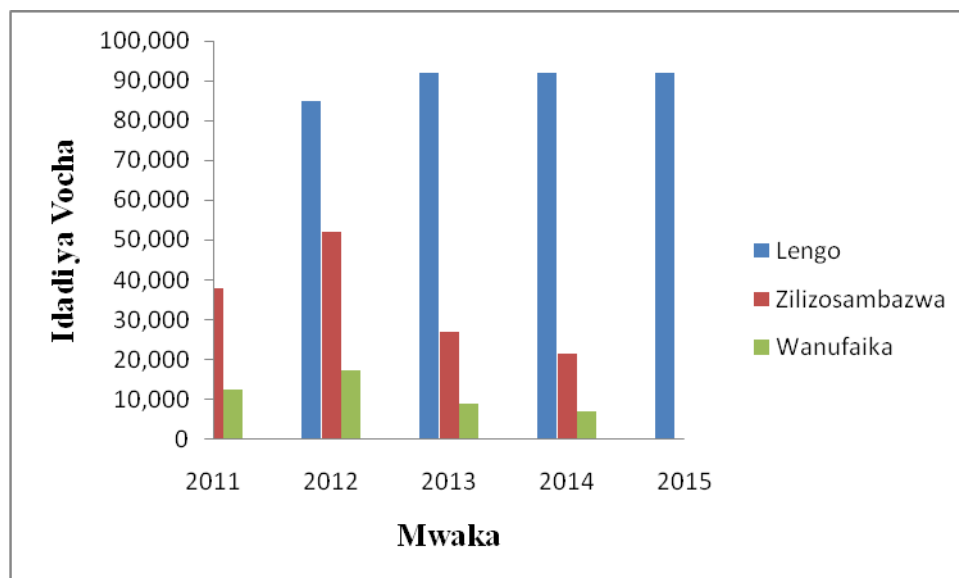
A large area of the council lies in the mountains, and that is why the use of hoes is greater than the use of ploughs and tractors.

The number of farmers who use agricultural inputs is minimal.

The prices of agricultural inputs are high causing some farmers unable to meet the cost of buying these inputs.

Farmers lack knowledge about the use of input / good agricultural tools.

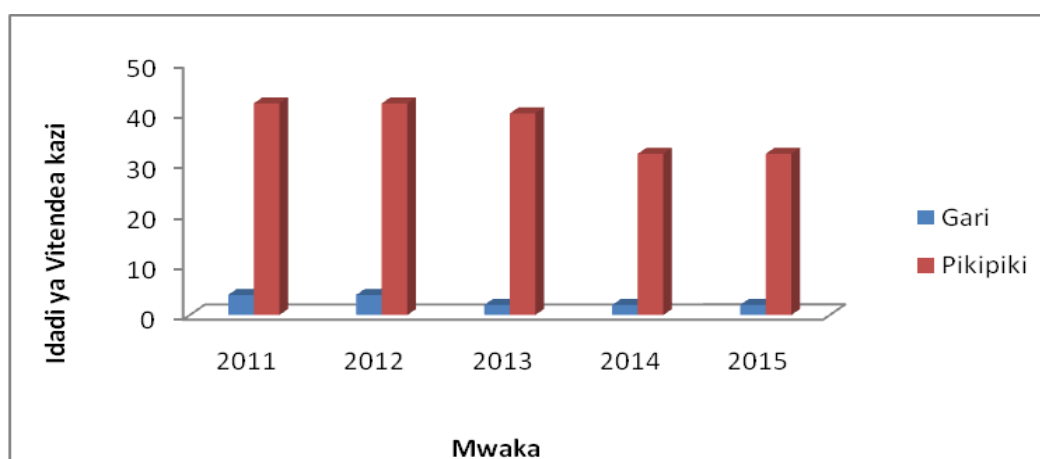
### Availability and distribution of agricultural input vouchers



Agricultural input vouchers have been given priority in the irrigation areas. However, vouchers are distributed at the provincial level

**The province does not get enough share.**

#### Cars and Motorcycles for the Department



Division of the Council has reduced the number of motorcycles and cars in the department.

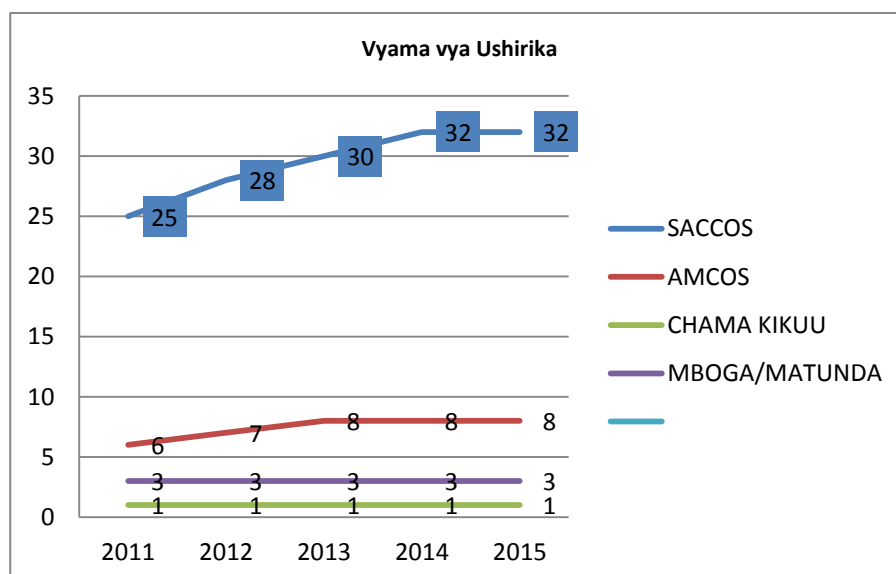
#### Agricultural Infrastructure

| Type of Infrastructure | 2011 | 2015 |
|------------------------|------|------|
| Markets                | 4    | 3    |
| Weekly markets         | 18   | 22   |
| Silos                  | 5    | 5    |

|   |     |     |
|---|-----|-----|
| Vegetables and fruits collection centres                              | 2   | 8   |
| Building for sorting crops  | 0   | 1   |
| Information and training centres (Ward Agricultural Resource Centres) | 1   | 2   |
| Fruit seedling nurseries  | 2   | 5   |
| Vegetables and fruits processing groups                               | 4   | 8   |
| Drip irrigation systems   | 0   | 2   |
| Agricultural input shops  | 8   | 19  |
| Green House   | 5   | 14  |
| Modern rice grinding machines   | 0   | 3   |
| Processing training centre  | 0   | 1   |
| Dams  | 16  | 38  |
| Canals  | 190 | 219 |

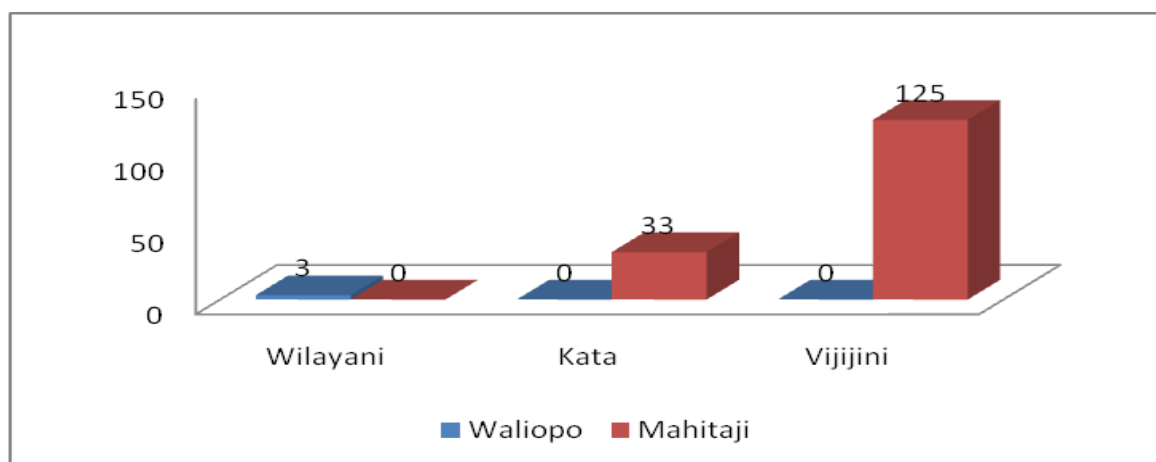
Agricultural infrastructure helps increase productivity e.g. irrigation infrastructure insures the presence of humidity and water in the fields.

### Cooperative Network available





## The number of Cooperative officers present

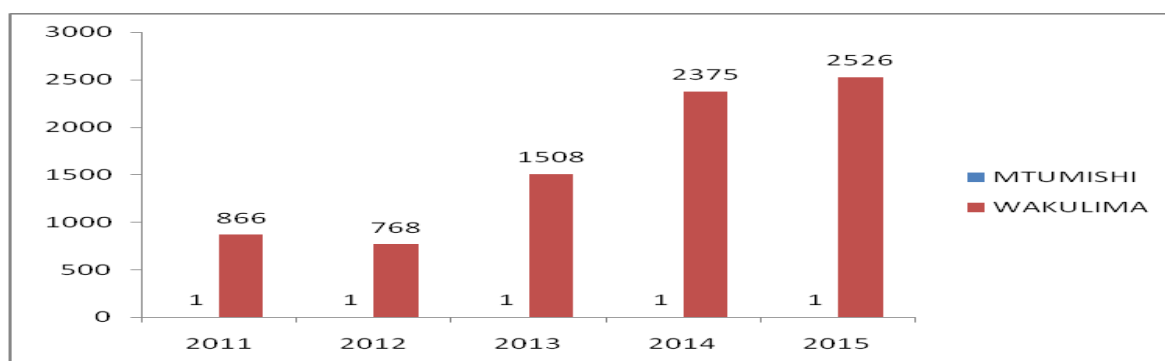


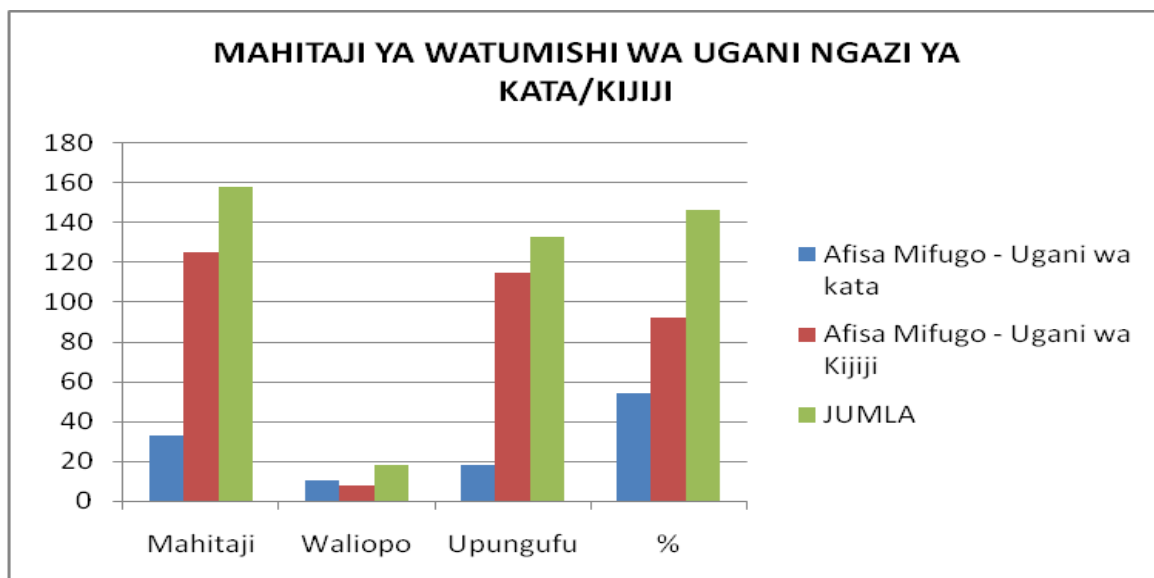
## CHALLENGES OF THE AGRICULTURAL DEPARTMENT

- Low production of agricultural products (For food and for commercial purposes)
- Poor input usage (price, availability)
- Destruction of the environment
- Climate Change
- Limited use of new technologies like drip irrigation, use of green houses.
- Lack of soil fertility
- Shortage of reliable markets for agricultural products
- Poor communication between stakeholders
- Lack of extension officers and equipment
- Diseases and crop pests
- Weak implementation of by-laws
- Shortage of water for irrigation

## LIVESTOCK SECTOR

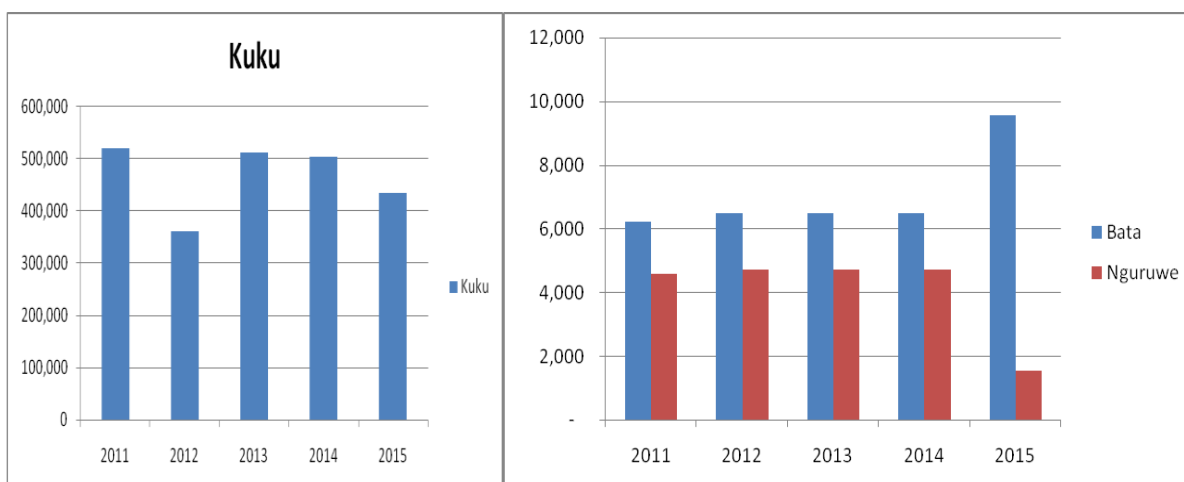
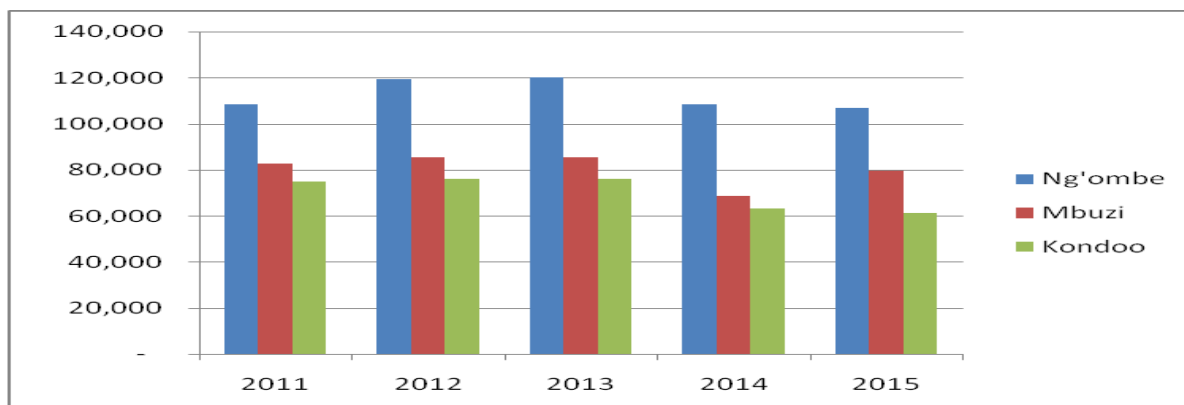
### The ratio of extension workers to breeders





The ratio of extension workers to breeders should be 1: 500 - the current ratio is 1: 2526

### NUMBER OF LIVESTOCK IN LUSHOTO COUNCIL



Number of animals like cows, goats, sheep, decreased from the year 2013/2014 because of the division of the council

### NUMBER OF DIPS AND DAMS

| YEAR      | AVAILABLE DIPS | FUNCTIONING DIPS | COMPLETED BUT FUNCTIONING | DIPS NOT DIPS | DILAPIDATED DIPS | DAMS |
|-----------|----------------|------------------|---------------------------|---------------|------------------|------|
| 2010/2011 | 11             | 2                | 2                         |               | 7                | 1    |
| 2011/2012 | 12             | 2                | 3                         |               | 7                | 1    |
| 2012/2013 | 12             | 2                | 3                         |               | 7                | 1    |
| 2013/2014 | 10             | 2                | 1                         |               | 7                | 1    |
| 2014/2015 | 10             | 2                | 1                         |               | 7                | 1    |

- Out of the ten available dips in 2012/2013 two are in Bumbuli
- Out of ten available at the moment, two dips are completely crumbled
- Full dips are not working because:
  - Breeders failure to contribute in buying dipping spray
  - Many farmers use hand spray pumps
- Limited number of dams. There is need to build more

## NUMBER OF AUCTIONS

| YEAR      | AVAILABLE AUCTIONS | FUNCTIONING AUCTIONS | AUCTIONS UNDER CONSTRUCTION |
|-----------|--------------------|----------------------|-----------------------------|
| 2010/2011 | 4                  | 4                    | 0                           |
| 2011/2012 | 4                  | 4                    | 0                           |
| 2012/2013 | 6                  | 4                    | 2                           |
| 2013/2014 | 4                  | 4                    | 0                           |
| 2014/2015 | 4                  | 4                    | 0                           |

- In 2012/2013, the construction of two auction yards was ongoing  
(Palm Field and Matches)
- In 2013/2014 auction yards decreased because there are two  
Bumbuli

## SLAUGHTER HOUSES - SLAUGHTER SLABS

### (SLAUGHTER SLABS)

| YEAR | AVAILABLE | FULLY FUNCTIONING | AVAILABLE |
|------|-----------|-------------------|-----------|
|------|-----------|-------------------|-----------|

|                  |   |   |    |
|------------------|---|---|----|
| <b>2010/2011</b> | 3 | 3 | 49 |
| <b>2011/2012</b> | 3 | 3 | 49 |
| <b>2012/2013</b> | 3 | 3 | 49 |
| <b>2013/2014</b> | 2 | 2 | 33 |
| <b>2014/2015</b> | 2 | 2 | 33 |

- Out of the 33 available slabs, 5 are being developed. The remaining 28 need to be improved
- There is need to build modern slaughterhouses

### HEALTH FACILITIES FOR LIVESTOCK

| <b>YEAR</b>      | <b>AVAILABLE</b> | <b>FULLY<br/>FUNCTIONING</b> | <b>FULL<br/>NEEDS<br/>IMPROVEMENT<br/>BUT</b> |
|------------------|------------------|------------------------------|---|
| <b>2010/2011</b> | 7                | 7                            | 5   |
| <b>2011/2012</b> | 7                | 7                            | 5   |
| <b>2012/2013</b> | 7                | 7                            | 5   |
| <b>2013/2014</b> | 5                | 5                            | 4   |
| <b>2014/2015</b> | 5                | 5                            | 4   |

- The number of centres has decreased from the year 2013/2014 because of the division of the council
- Centres need renovation / improvements
- Professionals in centres need refresher training

### MILK COLLECTION CENTRES

| <b>YEAR</b>      | <b>AVAILABLE</b> | <b>FULLY<br/>FUNCTIONING</b> | <b>NOT<br/>FUNCTIONING</b> |
|------------------|------------------|------------------------------|----------------------------|
| <b>2010/2011</b> | 4                | 3                            | 1                          |
| <b>2011/2012</b> | 4                | 3                            | 1                          |
| <b>2012/2013</b> | 4                | 4                            | 0                          |
| <b>2013/2014</b> | 3                | 3                            | 0                          |
| <b>2014/2015</b> | 3                | 3                            | 0                          |

- The number of centres has decreased from the year 2013/2014 because of the division of the council
- Full but not functioning in 2011-2012 -milk collection  
Had not commenced due to lack of collection tanks  
Milk

## **FISH PONDS**

| <b>YEAR</b>      | <b>AVAILABLE</b> | <b>FULLY<br/>FUNCTIONING</b> | <b>NOT<br/>FUNCTIONING</b> |
|------------------|------------------|------------------------------|----------------------------|
| <b>2010/2011</b> | 126              | 49                           | 77                         |
| <b>2011/2012</b> | 130              | 52                           | 78                         |
| <b>2012/2013</b> | 133              | 58                           | 75                         |
| <b>2013/2014</b> | 122              | 55                           | 67                         |
| <b>2014/2015</b> | 122              | 55                           | 67                         |

- Among the existing dams, eight belong to the state (prisons)
- A large number of dams are in bad conditions

## **LIVESTOCK PRODUCTION**

### **MILK PRODUCTION**

| <b>YEAR</b>      | <b>Litre</b> | <b>VALUE</b>   |
|------------------|--------------|----------------|
| <b>2010/2011</b> | 960925       | 480,452,500.00 |
| <b>2011/2012</b> | 931834       | 465,917,000.00 |
| <b>2012/2013</b> | 924195       | 462,097,500.00 |
| <b>2013/2014</b> | 898260       | 449,130,000.00 |
| <b>2014/2015</b> | 900,016      | 450,008,000.00 |

### **Challenges**

- Low production of milk
- Low milk prices

### **MEAT PRODUCTION**

| <b>YEAR</b>      | <b>KILO</b> | <b>VALUE</b>     |
|------------------|-------------|------------------|
| <b>2010/2011</b> | 494580      | 2,245,800,000.00 |
| <b>2011/2012</b> | 1075210     | 5,376,050,000.00 |
| <b>2012/2013</b> | 973493      | 4,867,465,000.00 |
| <b>2013/2014</b> | 481,540     | 2,889,240,000.00 |
| <b>2014/2015</b> | 479430      | 2,876,580,000.00 |

- Meat production decreased from 2013/2014 due to the division of the council
- Slaughtering has decreased due to a decrease in meat consumption brought about by high meat prices

## **SKIN PRODUCTION**

| <b>YEAR</b>      | <b>UNITS</b> | <b>VALUE</b>  |
|------------------|--------------|---------------|
| <b>2010/2011</b> | 5,858        | 4,393,500.00  |
| <b>2011/2012</b> | 18493        | 13,869,750.00 |
| <b>2012/2013</b> | 12989        | 9,741,750.00  |
| <b>2013/2014</b> | 10262        | 7,696,500.00  |
| <b>2014/2015</b> | 10,035       | 7,526,250.00  |

## **PRODUCTION OF EGGS**

| <b>YEAR</b>      | <b>NUMBER</b> | <b>VALUE</b>   |
|------------------|---------------|----------------|
| <b>2010/2011</b> | 808,067       | 161,613,400.00 |
| <b>2011/2012</b> | 685773        | 205,731,900.00 |
| <b>2012/2013</b> | 769,710       | 230,913,000.00 |
| <b>2013/2014</b> | 1,068,201     | 320,460,300.00 |
| <b>2014/2015</b> | 992,443       | 347,355,050.00 |

- The number of eggs is those that were sold in the markets
- Demand for eggs is high

## **Challenges**

- Low production of eggs
- Poultry diseases particularly Newcastle disease

## **FISH PRODUCTION**

| <b>YEAR</b>      | <b>KILO</b> | <b>VALUE</b> |
|------------------|-------------|--------------|
| <b>2010/2011</b> | 964         | 3,856,000.00 |
| <b>2011/2012</b> | 2353.1      | 9,412,400.00 |
| <b>2012/2013</b> | 705         | 2,820,000.00 |
| <b>2013/2014</b> | 655         | 3,275,000.00 |
| <b>2014/2015</b> | 1060        | 6,360,000.00 |

## **DEPARTMENT OF LIVESTOCK AND FISHERIES CHALLENGES**

- The low productivity of fish
- Shortage of quality fish eggs
- Shortage of quality fishing tools
- Low capital
- Low production of livestock fodder
- Animal diseases
- Poor livestock infrastructure
- Shortage of milk markets
- Low milk prices
- Lack of extension officers and equipment
- Weak implementation of by-laws
- The high prices of livestock inputs

## ***CONSTRUCTION SECTOR***

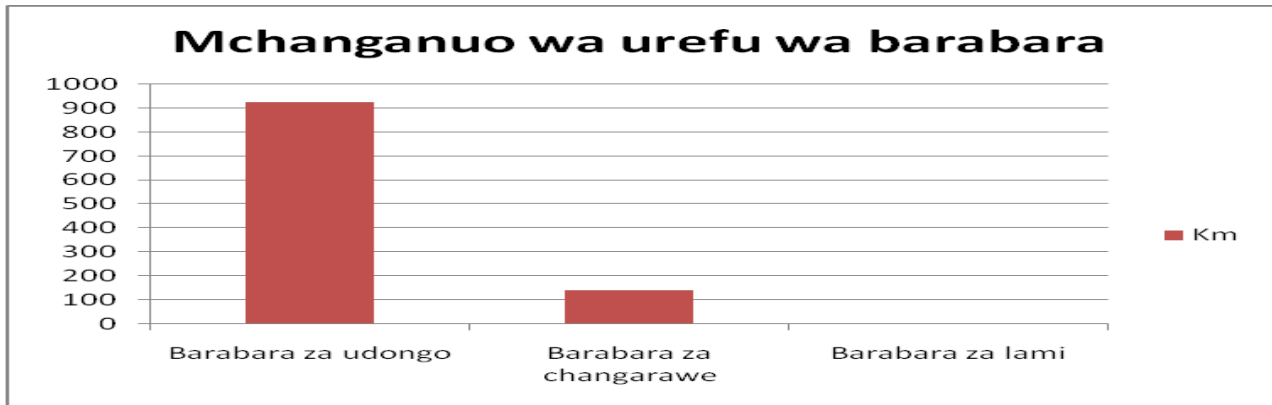
### **STATE OF ROADS IN GENERAL**

The District Council services district and rural roads of a total **1070.50 km**

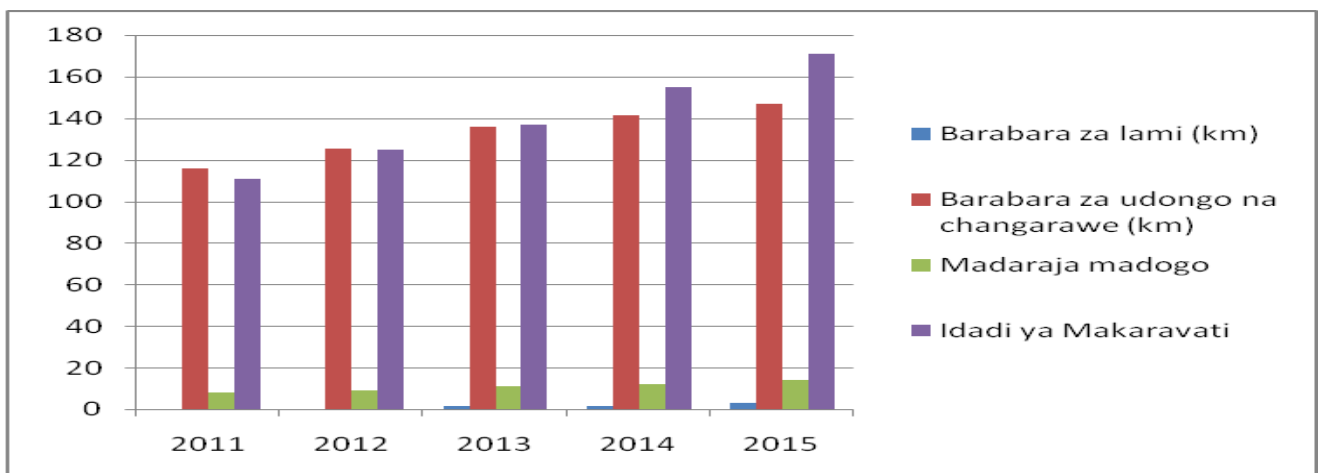
86.4 percent of these roads are murram (925 Km), 13.3% are gravel (142.37 Km) and 0.3% (3.1 Km) are tarmacked.

The general state of roads is satisfactory thanks to maintenance at specific times, of rough parts and routine maintenance every year. All districts and rural roads are made of

some murram and gravel. In most cases, roads are accessible at all times



## MAINTENANCE OF THE ROAD



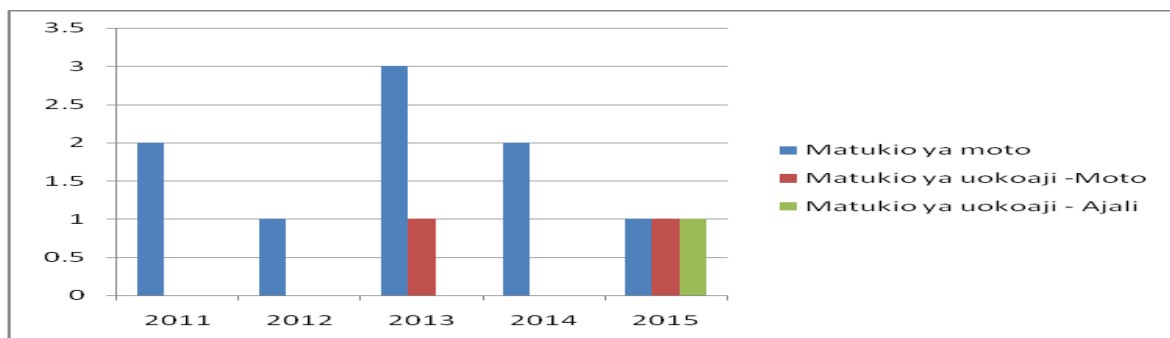
Every year the roads are improved from murram roads to gravel at 10%. Up to now, we have a total of 142.37 km of gravel roads and 925 km are murram roads. We have continued to tarmac and up to now we have a total of 3.1 km with the objective of adding 4.0 km and 7.1 km by 2020. There has been a continuous improvement on culverts and small bridges by 15% and up to now we, have a total of 267 lines of culverts and 18 bridges. The goal is to build 20 lines of culverts and one bridge each



year. The biggest challenge is low budget approval for maintenance and the delay in issuance added to the fact that the geographical conditions of Lushoto of mountains and abundant rainfall where murram and gravel roads deteriorate very quickly. Another challenge is that farmers till on the edges of the road causing soil erosion and disruptions to the road. In addition, in some places people have their livestock cross the roads eventually damaging our roads.

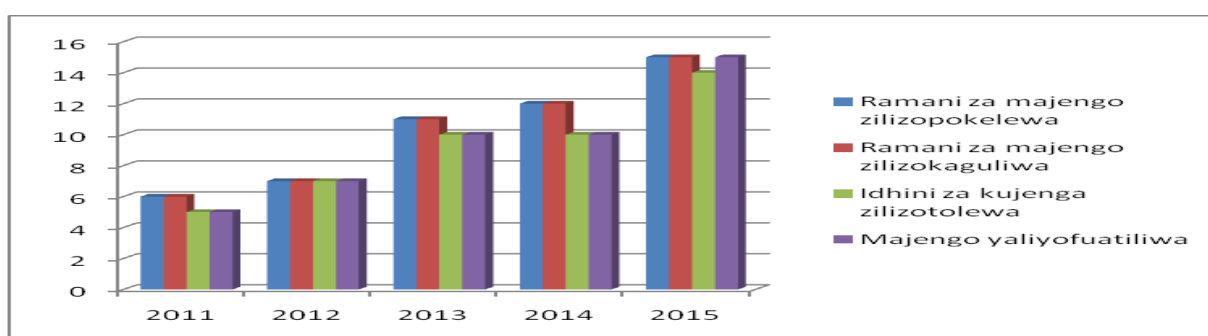
## FIRE AND RESCUE SERVICES

The District Council has a total of 53 public secondary school buildings 7 are secondary private, 163 public primary schools, 5 private primary schools, 14 county offices, 144 offices CCM party, one district hospital, 4 health centres, 47 dispensaries one main building of offices and 10 office buildings of the old council and 100 staff houses. There are other government buildings such as the district commissioner's office, anti-corruption office, police, prisons, national security, court, forests, Banks, Post office, Institute of Judicial Administration etc. There are other buildings for religious institutions, cooperatives, groups and private individuals.



Due to population growth in Lushoto as well as the increase in construction of houses, incidences of fire and rescue services have increased as shown in the table above. The biggest challenge is the lack of fire brigade and a fire service truck here in our district.

## PREMISE INSPECTION SERVICES



Services for premises Inspection has continued to rise year after year as shown in the table.

## **WATER SECTOR:**

|           | Residents of Lushoto |  |            |             |                       |
|-----------|----------------------|--|------------|-------------|-----------------------|
| Years     | Total Residents      |  | with water | Differences | Percentage of success |
| 2010/2011 | 359,735              |  | 187063     | 172672      | 52%                   |
| 2011/2012 | 420,890              |  | 218863     | 202027      | 52%                   |
| 2012/2013 | 492,441              |  | 265918     | 226523      | 54%                   |
| 2013/2014 | 332,436              |  | 192812     | 139623      | 58%                   |
| 2014/2015 | 332,436              |  | 212759     | 119677      | 64%                   |

By June 2015 64 percent of the residents of Lushoto council have access to water. Approximately 119,677 people equivalent to 36 percent do not have access to water

### **Activities undertaken:**

- Construction of water supply infrastructure for projects in Bumbuli, Kweminyasa, kwalei, Irente, Kivingo, Mlalo / Changoi, Ngulwi, Kibohelo, Mnazi, Kikumbi, Rangwi, Malibwi
- Renovation and expansion of water projects in various villages
- Involvement of other stakeholders in providing water services to communities. For example, CHAMAVITA which has built numerous water projects in Lukozi, Kwemakame, Malibwi, Melemeleni
- Formation of water committees and Community Owned Water Supply Organisations in various water projects has strengthened the management of the projects, the preservation of water sources and environmental conservation.
- Social awareness in the preservation of water sources and environmental protection.

### **Challenges**

- Changing weather conditions which have led to the drying up of some water sources.
- Deforestation and forest fires and water conserving forests.
- Agricultural activities near water sources and watercourses.
- The low budget and lack of funds to build water projects.
- Deterioration of water infrastructure.

- Low response by citizens to contribute in water projects.

| Years     | Council villages | Water requirement   |                   |
|-----------|------------------|---------------------|-------------------|
|           |                  | Domestic (quantity) | Others (quantity) |
| 2010/2011 | 207              | 14,389,400          | 4,316,820         |
| 2011/2012 | 207              | 16,835,600          | 5,050,680         |
| 2012/2013 | 207              | 19,697,640          | 6,500,221         |
| 2013/2014 | 125              | 11,878,128          | 3,849,763         |
| 2014/2015 | 125              | 11,878,128          | 3,849,763         |

| Years     | Council villages | Access to water     |                   |
|-----------|------------------|---------------------|-------------------|
|           |                  | Domestic (quantity) | Others (quantity) |
| 2010/2011 | 207              | 7,482,488           | 2,244,746         |
| 2011/2012 | 207              | 8,754,512           | 2,626,354         |
| 2012/2013 | 207              | 10,636,725          | 3,510,119         |
| 2013/2014 | 125              | 6,889,314           | 2,232,862         |

| Years     | Population in the Council | Water points             |                     |                       |
|-----------|---------------------------|--------------------------|---------------------|-----------------------|
|           |                           | requirements for centres | existing facilities | Percentage of service |
| 2010/2011 | 359,735                   | 1,375                    | 785                 | 57                    |
| 2011/2012 | 420,890                   | 1,620                    | 876                 | 54                    |
| 2012/2013 | 492,441                   | 1,882                    | 1,064               | 57                    |
| 2013/2014 | 332,436                   | 1,242                    | 771                 | 58                    |
| 2014/2015 | 332,436                   | 1,242                    | 798                 | 64                    |

In 2015 the availability of water for domestic use was 64%. Water requirement for the residents of Lushoto Council is 15,727,891litres per day but availability is 10,065,850 litres per day, less than 36 percent. Lushoto Council has the following sources

The number of water points has increased between 2013-2015 following the completion of the World Bank projects to reach 64 percent of service delivery.

## WATER CONNECTION

| Villages in Lushoto Council | Domestic | Institutions | Commercial | Industries | TOTAL |
|-----------------------------|----------|--------------|------------|------------|-------|
|-----------------------------|----------|--------------|------------|------------|-------|

|                  |     |      |     |     |   |      |
|------------------|-----|------|-----|-----|---|------|
| <b>2010/2011</b> | 207 | 2905 | 269 | 239 | 4 | 3417 |
| <b>2011/2012</b> | 207 | 2905 | 269 | 239 | 4 | 3417 |
| <b>2012/2013</b> | 207 | 2973 | 272 | 246 | 4 | 3495 |
| <b>2013/2014</b> | 125 | 2561 | 240 | 221 | 1 | 3023 |
| <b>2014/2015</b> | 125 | 2567 | 242 | 224 | 1 | 3034 |

This table shows efforts to connect water. The water policy is to give service within a distance of 400 meters in rural areas and 200 meters in urban areas. By June 2015 it is only 9% percent of the population that had access to water is in their homes. 55 percent receive water at that distance or approximate.

## SOURCES OF WATER AND THEIR AVAILABILTY

|                  | Source                  | Households with needs | Households with water | Shortage | %  |
|------------------|-------------------------|-----------------------|-----------------------|----------|----|
| <b>2010/2011</b> | Tap water               | 64,000                | 33,280                | 30,720   | 52 |
|                  | River                   | 10,000                | 8000                  | 2,100    | 80 |
|                  | Borehole (shallow/deep) | 9,000                 | 6,900                 | 2,100    | 77 |
|                  | Rainwater               | 11,000                | 4,200                 | 6,800    | 38 |
| <b>2011/2012</b> | Tap water               | 64,000                | 33,280                | 30720    | 52 |
|                  | River                   | 10,000                | 8000                  | 2,100    | 80 |
|                  | Borehole (shallow/deep) | 9,000                 | 6,900                 | 2,100    | 77 |
|                  | Rainwater               | 11,000                | 4,200                 | 6,800    | 38 |
| <b>2012/2013</b> | Tap water               | 64,000                | 34560                 | 29,440   | 54 |
|                  | River                   | 10,000                | 8000                  | 2,000    | 80 |
|                  | Borehole (shallow/deep) | 9,000                 | 5220                  | 3,780    | 58 |
|                  | Rainwater               | 11,000                | 4,400                 | 6,700    | 40 |
| <b>2013/2014</b> | Tap water               | 46,000                | 26,680                | 19,320   | 58 |
|                  | River                   | 8000                  | 6,400                 | 1,600    | 80 |
|                  | Borehole (shallow/deep) | 8000                  | 4,800                 | 3,200    | 60 |
|                  | Rainwater               | 9,000                 | 3,530                 | 5,470    | 39 |
| <b>2014/2015</b> | Tap water               | 46,000                | 29,440                | 16,560   | 64 |
|                  | River                   | 8000                  | 6,400                 | 1,600    | 80 |
|                  | Borehole (shallow/deep) | 8000                  | 4,960                 | 3,040    | 62 |
|                  | Rainwater               | 9,000                 | 3,600                 | 5,400    | 40 |

Harvesting rainwater has been successful by an average of only 38 percent. Provision of piped water and boreholes services has been successful at an average of 63 percent.

## **COMMUNITY DEVELOPMENT SECTOR**

Lushoto Council granted loans to women and youth groups as shown in the table below.

Table No.1: **Loans granted to women and youth**

| <b>Financial year</b> | <b>Contribution from the council</b> | <b>Central government contribution</b> | <b>Contribution from the council</b> | <b>Central Government contribution to the Youth</b> | <b>Total loan</b>  |
|-----------------------|--------------------------------------|--|--------------------------------------|---|--------------------|
| 2010/2011             | 24,500,000                           | 8,000,000                              | 6,000,000                            | 0   | 38,500,000         |
| 2011/2012             | 0                                    | 0                                      | 0                                    | 0   | 0                  |
| 2012/2013             | 24,500,000                           | 0                                      | 9,000,000                            | 0   | 33,500,000         |
| 2013/2014             | 26,500,000                           | 0                                      | 10,000,000                           | 19,000,000  | 55,500,000         |
| 2014/2015             | 14,000,000                           | 0                                      | 0                                    | 0   | 14,000,000         |
| <b>TOTAL</b>          |                                      |  |                                      |   | <b>141,500,000</b> |

The figures in the table above indicate that the five-year loans to women and youth were decreasing and increasing. This situation was due to a decline in the level of contribution from the council to the Women and Youth Development Fund. Also loan of (Tsh. 141500000) that was granted for a period of five years exceeded the target of providing a loan of Tsh. 104, 793 250 for 5 years which is equivalent to 135.03 percent of the target. The exceeding of the target was attributed to receiving loan funds from the Ministry of Community Development Gender and Children and the Ministry of Information, Culture and Youth.

Table No. 2 below shows the percentage contribution of the council in women and youth fund. The figures in this table show that for the past 5 years, the council contributed less than the quota prescribed by the government which is 10 percent of internal revenues.

Table No.2:**Contribution amount from the council in the women and youth development fund.**

| <b>Financial year</b> | <b>Council's internal revenues</b> | <b>Contribution from the council</b> | <b>Percentage of contribution</b> |
|-----------------------|------------------------------------|--------------------------------------|-----------------------------------|
| 2010/2011             | 768,387,836                        | 30,500,000                           | 3.9693497                         |
| 2011/2012             | 923,090,000                        | 0                                    | 0                                 |
| 2012/2013             | 1,068,708, 900                     | 33,500,000                           | 3.1346235                         |

|              |               |                    |           |
|--------------|---------------|--------------------|-----------|
| 2013/2014    | 1,150,210,034 | 36,500,000         | 3.1733335 |
| 2014/2015    | 1258,459,123  | 14,000,000         | 1.1124716 |
| <b>TOTAL</b> |               | <b>114,500,000</b> |           |

Similarly, the number of groups that were granted loans declined and increased according to the availability of funds for lending to women and young (Table 2). In the financial year 2011/2012 the department gave no loans because it did not receive loans fund. In addition, the number of groups that received loans for the year 2014/2015 fell dramatically from 24 in 2013/2014 to seven groups. This situation was because the contribution of the council declined from 3.173 percent of internal revenues in 2013/2014 to 1.112 percent of internal revenues in 2014/2015 (Table no. 2). However, in the five-year period, a total of 69 groups were granted loans which is 86.25 percent of the 80 targeted groups.

Table No. 3 **Groups that were granted loans**

| <b>Financial year</b> | <b>Women groups</b> | <b>Youth groups</b> | <b>TOTAL</b> |
|-----------------------|---------------------|---------------------|--------------|
| 2010/2011             | 18                  | 4                   | 22           |
| 2011/2012             | 0                   | 0                   | 0            |
| 2012/2013             | 12                  | 4                   | 16           |
| 2013/2014             | 14                  | 10                  | 24           |
| 2014/2015             | 7                   | 0                   | 7            |
| <b>TOTAL</b>          | <b>51</b>           | <b>18</b>           | <b>69</b>    |

### **The trend of loan repayment by groups**

In the five-year period, groups that were granted loans had satisfactory conduct in repayment of the loan. Table no. 4 below shows that the rate of repayment was more than 80 percent for women and more than 60 percent for the youth. Loan repayment rate for the year 2014/2015 is below 5 percent because more than 80 percent of groups that took loan are still in the grace period (They have not started repaying).

Table No. 4: **Loan repayment rate**

| <b>Financial year</b> | <b>Granted loan</b> |              | <b>Repayment</b> |              | <b>PERCENT (%)</b> |              |
|-----------------------|---------------------|--------------|------------------|--------------|--------------------|--------------|
|                       | <b>Women</b>        | <b>Youth</b> | <b>Women</b>     | <b>Youth</b> | <b>Women</b>       | <b>Youth</b> |
|                       |                     |              |                  |              |                    |              |

|           |            |            |             |            |        |       |
|-----------|------------|------------|-------------|------------|--------|-------|
| 2010/2011 | 32,500,000 | 6,000,000  | 32,746,236  | 5,571,900  | 100.76 | 92.87 |
| 2011/2012 | 0          | 0          | 0           | 0          | -      | -     |
| 2012/2013 | 24,500,000 | 9,000,000  | 17,713,750  | 8,287,000  | 72.30  | 92.08 |
| 2013/2014 | 26,500,000 | 19,000,000 | 23,800,000* | 12,000,000 | 89.81  | 63.16 |
| 2014/2015 | 14,000,000 | 0          | 495,000**   | 0          | 3.54   | -     |

\*Groups still repaying

\*\*Many groups are still in a grace period (Have not started repaying).

### Entrepreneurship skills.

The total of 314 women's groups and 235 youth groups were given entrepreneurship skills for a period of 5 years. Table No. 5 below shows 80 percent of the targeted groups per year were trained in entrepreneurship. Statistics show that the percentage of youth groups is lower than the percentage of women's groups. This is attributed to the fact that there has been a greater awareness for women to form groups and willingness to attend training compared to the youth.

Table No. 5: **Percentage of groups granted entrepreneurship training**

| Financial year      | Percentage of women's groups (%) | The percentage of youth groups (%) |
|---------------------|----------------------------------|------------------------------------|
| 2010/2011 ((N = 80) | 50                               | 40                                 |
| 2011/2012 (N = 80)  | 62.5                             | 48.75                              |
| 2012/2013 (N = 80)  | 87.5                             | 57.5                               |
| 2013/2014 (N = 80)  | 96.25                            | 85                                 |
| 2014/2015 (N = 80)  | 96.25                            | 62.5                               |

### Community groups established

The total of 488 of women's groups and 302 youth groups were formed in the five-year-period. The figures in the table below indicate that the groups formed increased every year. Women groups formed were more compared to youth groups. Refer to the following table: -

Table No.6: **Groups of women and youth formed**

| Financial year | Women groups | Youth groups | TOTAL |
|----------------|--------------|--------------|-------|
| 2010/2011      | 48           | 42           | 90    |
| 2011/2012      | 56           | 50           | 106   |
| 2012/2013      | 100          | 49           | 149   |

|           |     |     |     |
|-----------|-----|-----|-----|
| 2013/2014 | 130 | 100 | 230 |
| 2014/2015 | 202 | 103 | 305 |
| Total     | 536 | 344 | 880 |

## **FIGHT AGAINST AIDS IN THE DISTRICT COUNCIL FROM YEAR 2010/2011 TO 2014/2015**

Lushoto District Council through its vision **"To reduce the HIV infection"** has committed that by 2020 to have reduced HIV prevalence in the District to 1.1% from 3.8 in 2010.

### **HIV PREVALENCE IN THE DISTRICT**

#### **INFECTION RATES IN THE DISTRICT FROM 2010 TO 2015**

| <b>YEAR</b> | <b>INFECTION RATE %</b> |
|-------------|-------------------------|
| 2010/2011   | 3.8%                    |
| 2011/2012   | 3.5%                    |
| 2012/2013   | 1.8%                    |
| 2013/2014   | 2.8%                    |
| 2014/2015   | 2.4%                    |

AIDS prevalence in the District Council is declining every year due to strategies and objectives set to reduce HIV infection in the community compared to previous years. Infection rate in Lushoto District Council in 2014/2015 is 2.4 %

### **CTC SERVICE CENTRES**

| <b>YEAR</b> | <b>NUMBER OF CENTRES</b> | <b>TYPE AND NUMBER OF CENTRES</b>              | <b>AREAS / WARD</b>                 | <b>OBSERVATIONS</b>   |
|-------------|--------------------------|--|-------------------------------------|---|
| 2010/2011   | 2                        | Lushoto District Hospital and Bumbuli Hospital | Lushoto, in Bumbuli                 | Services to people living with HIV were provided in only two hospitals. |
| 2011/2012   | 0                        | 0  | 0                                   | No increase   |
| 2012/2013   | 4                        | Health centres                                 | Mnazi, Horizontal, Kangagai, Mlalo. | Services increased from 2 to 8 centres                                  |
|             | 4                        | Dispensaries                                   | Malindi, Kwai, Manolo. and Sung'a   |   |
| 2013/2014   | 1                        | Health centre                                  | Mng'aro                             | One centre for offering services to people living with HIV              |



|           |   |   |   |   |
|-----------|---|---|---|---|
|           |   |   |   | was added.  |
| 2014/2015 | 0 | 0 | 0 | The existing centres have been existing for the past 10 years excluding Bumbuli Council Hospital. |

- In 2010/2011, there were only 2 hospitals that were providing services to people living with HIV. In 2011, there was no increase in centres providing services to people living with HIV. From 2012 to 2015 there was an increase of five health centres and four dispensaries. After the division of the Council, Bumbuli retained a total of 10 centres offering services to people living with HIV.
- centres / dispensaries are still inadequate compared to a large number of people who need CTC services of within the District Council.
- The operation of these existing centres exist is expensive so the Council must improve this service to be sustainable when the donors pull out.

#### **ANTIRETROVIRAL SERVICE DELIVERY IN THE DISTRICT**

| <b>YEAR</b> | <b>Number of those who used the service (cumulative)</b> |              |              | <b>The number of those who are on ARV (cumulative)</b> |              |              |
|-------------|--|--------------|--------------|--|--------------|--------------|
|             | <b>Men</b>   | <b>Women</b> | <b>Total</b> | <b>Men</b>   | <b>Women</b> | <b>Total</b> |
| <b>2011</b> | <b>790</b>   | <b>1831</b>  | <b>2621</b>  | <b>529</b>   | <b>1734</b>  | <b>2263</b>  |
| <b>2012</b> | <b>887</b>   | <b>1983</b>  | <b>2870</b>  | <b>624</b>   | <b>1685</b>  | <b>2309</b>  |
| <b>2013</b> | <b>1044</b>  | <b>2288</b>  | <b>3332</b>  | <b>768</b>   | <b>1691</b>  | <b>2459</b>  |
| <b>2014</b> | <b>1187</b>  | <b>2628</b>  | <b>3815</b>  | <b>899</b>   | <b>2408</b>  | <b>3307</b>  |
|             |  |              |              |  |              |              |

- From 2011- 2014 the number of women who used the services was more compared to that of men. This is because women are quicker to go for testing, including voluntary testing. Furthermore, during pregnancy women attend clinics contributing to this large number compared to men.
- Antiretroviral services continue each year to people living with HIV. This service helps in reducing the rate of infection in the community and also so that people with HIV don't get new infections by attending clinics to get counselling and general health treatment.

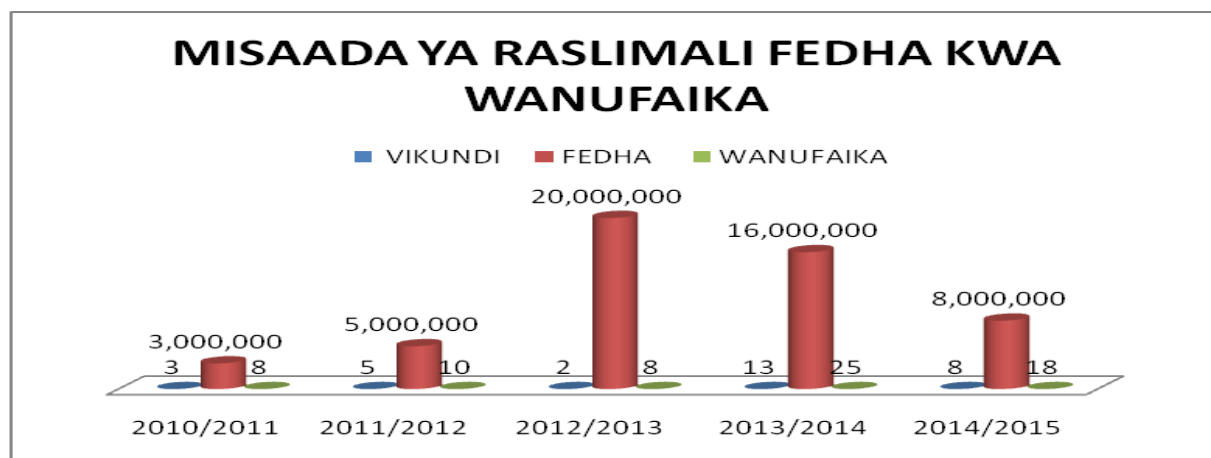
#### **HIV TESTING THROUGH VCT AND PITC**

**PITC**

| YEAR | NUMBER OF THOSE TESTED |       |       | THOSE DIAGONIZED WITH INFECTIONS |           |       | %   |
|------|------------------------|-------|-------|----------------------------------|-----------|-------|-----|
|      | Men                    | Women | Total | Men                              | Wome<br>n | Total |     |
| 2013 | 4765                   | 5510  | 10272 | 101                              | 225       | 326   | 3.2 |
| 2014 | 4751                   | 4848  | 9599  | 164                              | 227       | 391   | 4.0 |

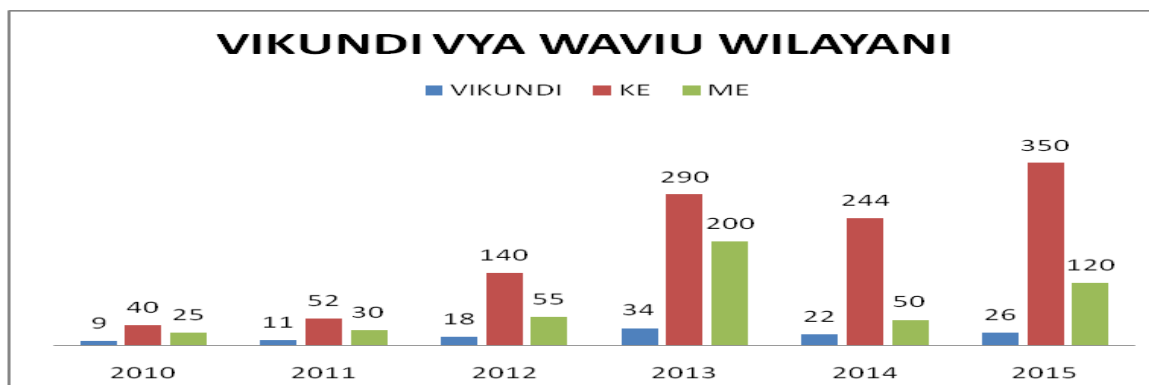
| VCT                    |           |       |                                  |       |       |     | TOTAL<br>+VE | TOTAL<br>POSITIV<br>E VCT | %   |
|------------------------|-----------|-------|----------------------------------|-------|-------|-----|--------------|---------------------------|-----|
| NUMBER OF THOSE TESTED |           |       | THOSE DIAGONIZED WITH INFECTIONS |       |       | %   |              |                           |     |
| Men                    | Wome<br>n | Total | Men                              | Women | Total |     |              |                           |     |
| 1300                   | 1414      | 2714  | 32                               | 70    | 102   | 3.8 | 12986        | 428                       | 3.3 |
| 1389                   | 1464      | 2853  | 44                               | 70    | 114   | 4.0 | 12452        | 505                       | 4.1 |

HIV testing through the PITC and VCT continues year after year. In 2013 this service had few beneficiaries compared to 2014. This is due to lack of separation for offering the service in that year.

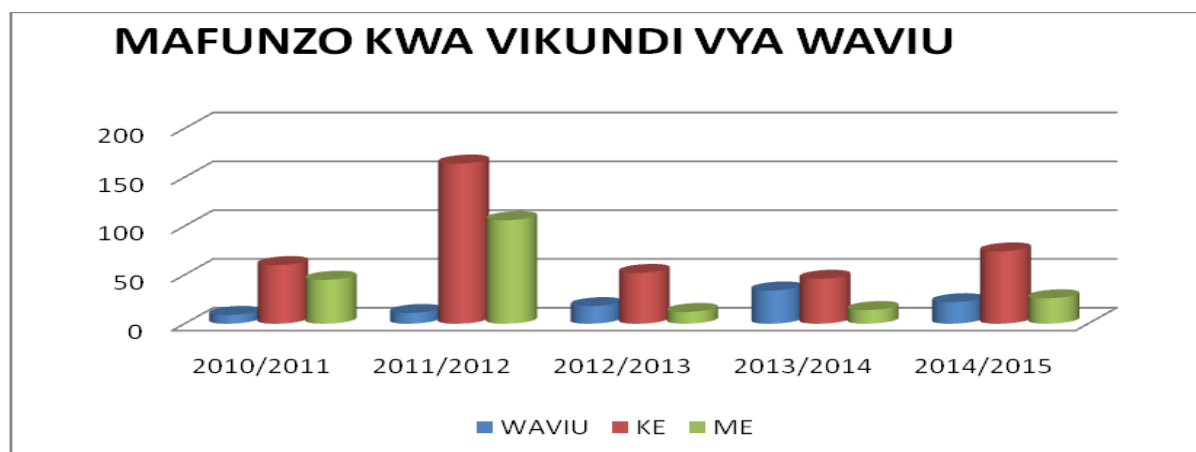


### GROUPS OF PEOPLE LIVING WITH HIV

Groups of people living with HIV have been increasing in the community and the number of people increasing in those groups each year. The table below shows the number of people living with HIV groups.



Groups have continued to increase year after year together with the number of people living with HIV in the groups. In 2013 the groups decreased because of the division of Lushoto District Council and Bumbuli therefore 22 group remained in Lushoto. However, the groups increased in 2014/2015 due to the mobilization by groups of people living with HIV and professionals. There is training for beneficiaries and projects receive grants therefore increasing the number of beneficiaries joining groups.



Training to groups of people living with HIV increased year after. In 2011 there was an increase of training to groups as well as to guardians of children living with HIV/Aids. In 2015 no funds were received from donors. Therefore, there will be no training to beneficiary groups until the funds are received. The current financial year 2015/2016 is still on therefore training will proceed as planned.

### **CHILDREN LIVING IN VULNERABLE AND RISKY CONDITIONS**

The project to fight against AIDS provided services to children living in vulnerable and risky conditions to enable them to live as other children with access to basic needs of food, education as well as health. The table below shows the services provided to children.

#### **SERVICES TO CHILDREN LIVING IN RISKY CONDITIONS**

| YEAR | PAYMENT OF FEES, OTHER | PRIMARY SCHOOL | SECONDARY SCHOOL | CHILDREN GIVEN FOOD |
|------|------------------------|----------------|------------------|---------------------|
|------|------------------------|----------------|------------------|---------------------|

|                        | CONTRIBUTIONS<br>AND SCHOOL<br>SUPPLIES |            |            | UNIFORMS   |            |            | UNIFORMS      |            |            | RATION        |            |            |
|------------------------|---|------------|------------|------------|------------|------------|---------------|------------|------------|---------------|------------|------------|
|                        | Girls                                   | Me<br>n    | TOTA<br>L  | WOM<br>EN  | MEN        | TOT<br>AL  | WO<br>ME<br>N | MEN        | TOT<br>AL  | WO<br>ME<br>N | MEN        | TOT<br>AL  |
| 2010/2011              | 20                                      | 30         | 50         | 30         | 20         | 50         | 10            | 15         | 25         | 55            | 45         | 100        |
| 2011/2012              | 64                                      | 66         | 130        | 40         | 35         | 85         | 25            | 25         | 50         | 80            | 20         | 100        |
| 2012/2013              | 68                                      | 65         | 133        | 50         | 40         | 90         | 30            | 25         | 55         | 90            | 22         | 112        |
| 2013/2014              | 59                                      | 53         | 112        | 40         | 35         | 75         | 40            | 35         | 75         | 0             | 0          | 0          |
| 2014/2015              | 50                                      | 53         | 103        | 45         | 45         | 90         | 0             | 0          | 0          | 50            | 50         | 100        |
| <b>GRAND<br/>TOTAL</b> | <b>261</b>                              | <b>267</b> | <b>528</b> | <b>205</b> | <b>175</b> | <b>390</b> | <b>105</b>    | <b>100</b> | <b>205</b> | <b>275</b>    | <b>137</b> | <b>412</b> |

- Payment of fees and other contributions is increasing from year to year but the amount released is issued in accordance with the budget not according to the number of children living in vulnerable and risky conditions. The number of children who live in vulnerable and risky condition is more in Lushoto. This was a major challenge to those children as shown in the table above.
- Children identified to be in need of fees and other contributions were more than 2000 children in 2010 to 2015. Children whose school fees and other contributions were paid were just 528. This amount is far less compared to the number of identified children. Another challenge was the delay of donor funds that led to those children to drop out of school. Out of 528 children, 472 successfully completed Form four and 56 children could not complete secondary education due to hardship.

## **CHALLENGES, OBJECTIVES, STRATEGY, RESULTS AND INDICATORS FOR ACHIEVEMENTS OF ACTION PLAN OF THE SECTOR FOR THE NEXT FIVE YEARS**

### ***PUBLIC SERVICE MANAGEMENT SECTOR***

The general view of the Public Service Management sector in achieving the council's vision is to manage and improve performance by making sure that the available human resource is shared and adequately utilized in the District so as to bring development to its citizens.

Main challenges that affect Public Service Management sector are as follows:

- Shortage of public servants in different sectors in the district especially in areas that are far from district headquarters.
- Little understanding by public servants about their roles and responsibilities (Lack of understanding of what they are supposed to do as well as their limits)
- Employment that does not consider criteria nor merits
- Little understanding of rights and privileges by public servants while at work.
- Lack of continuous education of working public servants.
- Harsh working conditions that does not consider people with special needs.
- Bureaucracy in day to day performance of some departments.
- Inadequate capacity to make decisions and delays in making decisions.
- Poor remuneration of public servants due to the high cost of living.
- Shortage of vehicles in the Public Service Department that makes it impossible for the department to monitor public servants outside the district headquarters on time.
- Lack of sustainable programs for recurring issues.
- The low budget compared with the actual performance situation.

### **Specific objectives to cope with challenges Public Service Management sector**

The public service department in collaboration with partners had a broader perspective of objectives within the period 2015 / 16-2019 / 20 on addressing the identified challenges so as to achieve the Council's vision. The objectives set are as follows: -

- i. To increase the budget of the Public Service Department to at least 10 percent every year to meet the needs for improved performance in the Human Resources sector by 2020.
- ii. To implement the incentive plan of Lushoto Council public servants.
- iii. To have a sustainable program of recurring issues to control drop in performance level by 2020.
- iv. To enhance the working environment by constructing offices in eight wards and 40 villages by 2020.
- v. To Improve public servants housing by building 25 houses by 2020.
- vi. To purchase one car for public service operations and management by 2020.
- vii. To manage and improve the welfare of public servants by providing incentives and rewards for excellent service every year by 2020.
- viii. To Improve communication services between departments through training on the importance of communication among departments at least yearly by 2020.
- ix. To manage the performance of 13 departments and units 6 to remove bureaucracy by 2020.
- x. To provide education to all departments on improving the working environment of groups with special needs in the community once every year by 2020.
- xi. To provide ongoing training for cadres public servants and on all levels of their professions, at least once every year by 2020.
- xii. To provide training to new public servants on understanding their responsibilities once every year by 2020.
- xiii. To manage rules, procedures and laws in the recruitment process to follow the criteria to get qualified public servants by 2020.
- xiv. To manage the allocation of public servants to a balance in all work areas within the district until 2020

### **Indicators of achieving the objectives of the Public Service Management sector**

- i. To have a budget that considers priorities of the Department
- ii. To have new public servants employed.

- iii. To fill all vacancies at Council's Departments and units.
- iv. To have an adequate number of public servants' houses that cater the for the needs.
- v. To have office buildings that meet the needs both qualitatively and quantitatively.
- vi. To have public servants' incentive policy that is implemented.
- vii. To have a liaison officer employed by the Council
- viii. To have a program for customer service delivery.
- ix. To have a list of specific groups involved in the preparation of the Council's plan.
- x. To have new trained public servants.
- xi. To have a budget for training working public servants.

### **Proposals for sources of resources and main executives.**

In order to successfully the implement strategies and indicators mentioned, various resources will be needed, including financial and human resources.

This plan has given district Public Service Management executives under the supervision of the Executive Director the responsibility of ensuring implementation is successful. Besides the executive director, experts who will be responsible for managing and coordinating the implementation include Public Service Officer (D), Lawyer (D) and the Planning Officer (D).

### ***FINANCIAL SECTOR***

The general goal of the financial sector's contribution towards the achievement of the Council's Vision is ensuring efficiency in the collection of revenue for local authorities, to provide services and timely advice on financial matters to enable the departments of the sector to perform their duties and achieve objectives.

The main challenges facing the financial sector include the following: -

- i. Lack of adequate working tools that are compatible with new systems of modern financial services delivery.
- ii. Lack of short-term training of public servants according to the modern financial policies (IFMS- Epicor, PranRep).

- iii. Lack of large sources of revenue to cater for the increasing development needs in the district.
- iv. Shortage of financial institutions in the district. For instance, the District has only one Bank that is National Microfinance Bank (NMB) which is not sufficient compared to the reality of services as required.

### **Specific objectives to meet the challenges of the financial sector**

The financial sector, in collaboration with partners, had objectives in the 2015/16-2019/20 period on addressing the identified challenges so as to achieve the Council's vision. The objectives set are as follows: -

- To have adequate equipment, especially computers, so that at least every accountant in the Department has a computer for office use by 2020.
- To provide short-term training to all public servants at the finance department each year to create awareness on the new financial systems by 2020.
- Purchase 15 computers for use in the Department

### **Strategies to achieve the objectives of the financial sector**

In order to achieve the objectives that meet identified challenges and to ensure the financial sector offers tangible contribution in the attainment of the Council's Vision, specific strategies have been set. These strategies include the following: -

- To invent new sources of revenue each year to increase revenue by 2020
- To lease equipment such as Totalstation for measuring fields, brick-making tools (Hydroform) to increase the council's revenue by 2020
- To establish one tourism agency by 2020
- To rent out offices that were being used by the Department of Agriculture, Community Development, Forestry, Water and the former Office of the Director by 2020
- To continue building and improving council housing, council stalls, markets and the weekly markets by 2020
- To have a transparent system to disclose the financial information to partners in order to reduce recurring complaints by 2020



- To allocate areas for financial institutions to expand their services within the district.
- To collaborate with other departments to build and upgrade the office so that every Accountant has an office by 2020.
- To provide an opportunity for investors to invest in financial institutions so as to increase the number of financial institutions in the district to at least two by 2020.
- To administer training of new financial system operators to promote them to Department executives.

### **Indicators of achieving the objectives of the financial sector**

- i. Heads of departments and units have been able to prepare claims and file provisions appropriately.
- ii. To have an efficient system that provides information to financial partners.
- iii. To increase the number of public servants in the financial department.
- iv. To increase the number of financial institutions in the District.
- v. To have adequate computers in the department.

### **Proposals for sources of resources and main executives.**

In order to successfully implement the strategies and indicators mentioned, various resources will be needed, including financial and human resources.

This plan has given district Financial unit executives, who are under the supervision of the Executive Director, the responsibility to ensure that implementation is successful. Besides the executive director, the experts who will be responsible for managing and coordinating the implementation include the Treasurer (D), Public Service Officer (D), Planning Officer (D) and CEOs of financial institutions.

### ***BUSINESS SECTOR***

The general objective of the business sector in the attainment of the Council's Vision is to provide employment opportunities to citizens aimed at increasing income per person, per household and community in general. This income is expected to contribute to poverty

reduction efforts and promote the economic growth of the community and the nation as a whole.

The main challenges facing the business sector include the following: -

- i. Limited entrepreneurship skills in various groups in the community (the Disabled, HIV patients, widows, and small business owners).
- ii. Lack of knowledge on the exploration of domestic and foreign markets.
- iii. Limited information on the formation of SACCOs for business people and investment groups.
- iv. Financial constraints of various groups which hinders participating in trade fairs.
- v. Shortage of proper and adequate locations for business people, as well as infrastructure which do not meet their needs.
- vi. Shortage of premises for product processing in the agricultural production areas as well as shortage of equipment and processing machinery
- vii. Limited knowledge about different laws relating to business, and lack of willingness to pay various fees, e.g. Adulteration of products, doing unlicensed business, sale of sub-standard products and non-payment of fees on time.
- viii. Reckless garbage disposal in the business areas and the industrial/commercial owners diverting wastewater into the rivers.
- ix. Unwillingness by manufacturers in providing various statistics on the industries for use by the Ministry of Industries, Trade and Markets, and the Council.
- x. Limited knowledge by entrepreneurs on e-commerce and e-business, and lack of connectivity to the National website and other service providers.
- xi. Lack of equipment

### **Specific objectives to meet the challenges of the business sector**

The business department of the Council, in collaboration with partners, has set objectives in the 2015/16-2019/20 period on addressing the identified challenges so as to achieve the Council's vision. The objectives set are as follows: -

- i. To increase the number of groups getting entrepreneurship training from the current 61 to 150 groups by 2020.
- ii. To increasing the number of groups receiving training on market exploration from the current 0 to 160 groups by 2020.

- iii. To increase the number of groups participating in trade fairs from the current 4 to 10 groups by 2020.
- iv. To provide traders with enough and appropriate locations for their businesses, including building the necessary infrastructure, by 2020.
- v. To increase the number of processing buildings, as well as machines and equipment, from the current 4 to 10 buildings by 2020.
- vi. To increase the number of traders who have legal knowledge, operating procedures and business regulations from the current 219 to 600 by 2020.
- vii. To visit industries and provide professional advice on environmental conservation twice a year by 2020.
- viii. To provide education on environmental conservation in business areas to 500 traders by 2020.
- ix. To visit 10 industries quarterly for the purpose of consultation and encourage the submission of accurate statistics by 2020.
- x. Provide training on e-Commerce and e-Business for 100 traders from the three major commercial centres by 2020.
- xi. Buy 4 laptops, 2 printers, 2 motorcycles by 2020.

### **Indicators for achieving the objectives of the sector business**

- i. To increase the number of small processing industries.
- ii. To increase the value of goods produced
- iii. To increase the number of traders who trade nationally and internationally.
- iv. To have SACCOs formed by entrepreneurs.
- v. To increase the number of groups participating in trade fairs.
- vi. To expand opportunities for markets for the products.
- vii. To increase buildings and processing equipment.
- viii. To improve hygiene levels in commercial areas
- ix. To avail correct statistics for industries.
- x. To have traders doing online business.
- xi. To purchase equipment.

### **Proposals for sources of resources and main executives.**

In order to successfully implement the strategies and indicators mentioned, various resources will be needed, including financial and human resources.

This plan has given district Business sector executives under the supervision of the Executive Director the responsibility to ensure implementation is successful. Besides the executive director, experts who will be responsible for managing and coordinating the implementation include business officer (D), Treasurer (D), and the Community Development Officer (D).

## **PRIMARY EDUCATION SECTOR**

The general goal of the sector's contribution to primary education in the achievement of the Council's Vision is to provide quality education through formal and informal processes to enable the community of Lushoto to create a comprehensive understanding through primary education on various economic and social issue.

### **The challenges facing the primary education sector**

The main challenges facing the primary education sector include the following: -

#### **i. Inadequate infrastructure**

The primary education sector faces the challenge of shortage in various types of infrastructure needed to improve the teaching and learning environment. The magnitude of this challenge is statistically shown in the table below: -

| <b>No.</b> | <b>Type</b>                           | <b>Needs</b> | <b>Available</b> | <b>Shortage</b> |
|------------|---------------------------------------|--------------|------------------|-----------------|
| 1          | Classrooms                            | 2,107        | 1,161            | 946             |
| 2          | Teachers' Houses                      | 2,107        | 220              | 1887            |
| 3          | Head Teachers' Offices                | 163          | 50               | 113             |
| 4          | Students' toilets (latrines)          | 3578         | 2,226            | 1,352           |
| 5          | Teachers' Toilets (gents) (toilets)   | 163          | 180              | 68              |
| 6          | Teachers' Toilets (ladies) (latrines) | 163          | 117              | 131             |
| 7          | Stove                                 | 163          | 40               | 123             |
| 8          | Halls                                 | 163          | 03               | 245             |
| 9          | Store                                 | 163          | 118              | 130             |
| 10         | Fencing                               |              | -                |                 |

|    |         |     |    |     |
|----|---------|-----|----|-----|
| 11 | Library | 163 | 68 | 180 |
|----|---------|-----|----|-----|

### Other challenges:

- i) Lack of electricity and clean potable water in schools
- ii) Poor school attendance by pupils caused by absenteeism and sickness.
- iii) Inadequate performance especially in Science, English and Mathematics
- iv) Lack of survey of school lands
- v) Shortage of playgrounds and sports facilities
- vi) Some schools do not offer lunch in schools.
- vii) Shortage of instruments

The magnitude of this challenge is statistically shown in the table below: -

| No | Type               | Needs | Available | Shortage |
|----|--------------------|-------|-----------|----------|
| 1  | Teachers' Tables   | 2,218 | 1,342     | 976      |
| 2  | Desks              | 39596 | 30214     | 9382     |
| 3  | Teachers' chairs   | 2,218 | 1,523     | 695      |
| 4  | Teachers' cabinets | 2,107 | 633       | 474      |

### Viii Shortage of learning materials

The magnitude of this challenge is statistically shown in the table below: -

| No | Type                         | Needs  | Available | Shortage |
|----|------------------------------|--------|-----------|----------|
| 1  | English                      | 236461 | 53231     | 87414    |
| 2  | Mathematics                  | 136461 | 52489     | 83078    |
| 3  | Science                      | 136461 | 49073     | 89003    |
| 4  | Geography                    | 92520  | 19949     | 68415    |
| 5  | History                      | 92520  | 17265     | 77443    |
| 6  | Swahili                      | 136461 | 50579     | 83854    |
| 7  | CAREER SKILLS                | 136461 | 22194     | 105550   |
| 8  | CIVIC EDUCATION              | 92520  | 19146     | 77443    |
| 9  | French                       | 92520  | 174       | 92520    |
| 10 | INFORMATION<br>COMMUNICATION |        | 8,099     |          |

|    |            |  |       |  |
|----|------------|--|-------|--|
|    | TECHNOLOGY |  |       |  |
| 11 | Sports     |  | 25618 |  |

### ix. Shortage of teachers

This challenge is statistically shown in the table below: -

| Needs | Available | Shortage |
|-------|-----------|----------|
| 2,218 | 1,821     | 397      |

### Strategies for achieving the objectives of Primary Education

- i. To increase the required primary education infrastructure as specified in the table below by 2020.

| Type                                     | Existing Infrastructure | Access to Infrastructure |
|--|-------------------------|--------------------------|
| Classrooms                               | 1,161                   | 2,107                    |
| Teachers' Houses                         | 220                     | 2,107                    |
| Head Teachers' Offices                   | 50                      | 163                      |
| Students' toilets<br>(latrines)          | 2,226                   | 3578                     |
| Teachers' Toilets (gents)<br>(toilets)   | 180                     | 163                      |
| Teachers' Toilets (ladies)<br>(latrines) | 117                     | 163                      |
| Stove                                    | 40                      | 163                      |
| Halls                                    | 03                      | 163                      |
| Store                                    | 118                     | 163                      |

- ii. To increase required furniture as specified in the table below by 2020.

| Type             | Available furniture | Furniture by 2020 |
|------------------|---------------------|-------------------|
| Teachers' Tables | 1,342               | 2,218             |
| Desks            | 30214               | 39596             |
| Teachers' chairs | 1,523               | 2,218             |

|                    |     |       |
|--------------------|-----|-------|
| Teachers' cabinets | 633 | 2,107 |
|--------------------|-----|-------|

- iii. To increase the number of required books as identified in the challenges from a ratio of 1: 3 to reach a ratio of 1: 1 by 2020
- iv. Engage with Regional Administration and Local Government to increase 397 teachers so as to have 2,218 teachers from the present 1,821 teachers by 2020.
- v. To reduce absenteeism rate to elevate the profession by 2020.
- vi. Increase the level of performance in science, mathematics and English subjects by 2020.
- vii. To collaborate with the community to buy the school and sports grounds.
- viii. To partner with parents to provide students with lunch.
- ix. To establish one primary school (1) instructing in English by 2020
- x. To increase vocational training centres from two to five by 2020
- xi. To increase the number of computers in schools from 25 to 169 by 2020

#### **Indicators of achieving the objectives of the primary education sector.**

- i. To be self-sufficient in equipment and books.
- ii. To increase the performance level
- iii. To have enough teachers
- iv. To decrease absenteeism in schools
- v. To increase the level of performance in Science, Mathematics and English subjects.
- vi. To improve school infrastructure.
- vii. To obtain title deeds for schools
- viii. To ensure that schools have sports fields and facilities
- ix. Students to get lunch in schools.
- x. To increase enrolment in secondary education

#### **Proposals for sources of resources and main executives.**

In order to successfully implement the strategies and indicators mentioned, various resources will be needed, including financial and human resources.

This plan has given district Primary Education executives, under the supervision of the Executive Director, the responsibility to ensure implementation is successful. In collaboration with the executive director, experts who will be responsible for managing and coordinating the implementation include Primary Education Officer (D), teachers, school committees and the citizens themselves.

### ***SECONDARY EDUCATION SECTOR***

The general goal of the sector's contribution to primary education in the achievement of the Council's Vision is to provide quality education through the formal and informal procedure to enable the community of Lushoto create a comprehensive understanding through primary education on various economic and social issue.

Lushoto District Council has a total of 60 secondary schools of which public schools are 53 while 7 are private. The number of students is 16,030 boys 6112 and 9918 girls.

#### **The challenges facing the Secondary education sector**

The main challenges facing the primary education sector include the following: -

- i. Inadequate infrastructure
- ii. Shortage of Science and Commerce teachers.
- iii. Poor performance in the national examinations
- iv. School attendance.
- v. Shortage of art books.
- vi. SHORTAGE OF "A" LEVEL SCHOOLS (FORM FIVE AND SIX)
- vii. Lack of friendly infrastructure for students and teachers
- viii. Lack of electricity and water
- ix. Shortage of teaching and learning materials
- x. Lack of transport facilities such as vehicles in schools.
- xi. Shortage of resources (e.g. Computers, Printers and Photocopy machines)
- xii. Lack of laboratory equipment and learning model drugs
- xiii. Shortage of playgrounds and sports facilities for students and teachers
- xiv. Lack of survey of school lands
- xv. Poor performance of the students especially in science education
- xvi. Students not taking lunch



xvii. Lack of school compound

### **Strategies to achieve the objectives of the Secondary Education Sector.**

In order to achieve the objectives that will tackle identified challenges and to ensure the secondary education sector offers effective contribution in the attainment of the Council's Vision specific strategies have been set. These strategies include the following: -

- i. To build and improve the existing infrastructure to achieve 2020 requirements.

| <b>No.</b> | <b>Type of Infrastructure</b> | <b>Available</b> | <b>Needs by 2020</b> |
|------------|-------------------------------|------------------|----------------------|
| 1          | Classrooms                    | 466              | 588                  |
| 2          | Teachers' Houses              | 52               | 560                  |
| 3          | Administration Block          | 13               | 53                   |
| 4          | Latrines for teachers         | 94               | 156                  |
| 5          | Latrines for students         | 668              | 1,164                |
| 6          | Laboratories                  | 159              | 159                  |
| 7          | Library                       | 2                | 53                   |
| 8          | Dormitory                     | 5                | 106                  |
| 9          | Desks                         | 13947            | 16458                |
| 10         | Halls                         | 2                | 53                   |
| 11         | Teachers' tables              | 632              | 1,832                |
| 12         | Teachers' chairs              | 632              | 1832                 |
| 13         | Students' chairs              | 20,216           | 25,992               |
| 14         | Office cabinets for teachers  | 312              | 1,412                |
| 15         | Lockers for students          | 78               | 234                  |

- ii. To partner with parents and the community at large in order to reduce the level of absenteeism so as to elevate the profession and raise the pass rate especially in science subjects up to 80 percent of candidates by 2020
- iii. To measure the schools' perimeters and obtain title deed. The aim is to measure at least 20 schools by 2020.
- iv. To provide students with lunch in collaboration with various stakeholders such as parents and other education stakeholders.

- v. To provide training / workshop science and language teachers in order to increase skills and improve teaching and learning.
- vi. To increase form 5 and 6 schools to 12 schools by 2020.
- vii. To partner with various development partners to build one teachers and vocational training school.
- viii. Upgrading existing 10 "O" Level Secondary Schools by 2020.

#### **Indicators to achieve objectives of secondary education sector**

- i. To be self-sufficient in infrastructure identified as weaknesses.
- ii. To have sufficient furniture
- iii. To have sufficient teachers.
- iv. To decrease student absenteeism in schools.
- v. To increase the level of performance of Science subject.
- vi. Schools to obtain title deeds
- vii. Students to get lunch in schools.
- viii. To provide youth teachers and vocational training.
- ix. To have ten new Form 5 and 6 schools by 2020.

#### **Proposals for sources of resources and main executives.**

In order to successfully implement strategies and indicators mentioned, various resources will be needed, including financial and human resources.

This plan has given executives at the Secondary Education sector of the district, under the supervision of the Executive Director, the responsibility to ensure implementation is successful. In collaboration with the executive director, experts who will be responsible for managing and coordinating the implementation include Secondary Education Officer (D), teachers, school committees and the citizens themselves.

#### ***AGRICULTURE, IRRIGATION AND COOPERATIVE SECTORS***

The general view of the contribution of the agricultural sector, cooperatives and irrigation in the achievement of the Council's Vision is to increase agricultural production in order to have food security, raise incomes and reduce poverty in the Community. This will be possible if a specific strategy to use modern technology in the production of crops will be implemented.

In addition to the emphasis on the use of modern technology in addressing the challenges facing the industry, it is important to get timely solutions to facilitate the achievement of the adopted vision. These challenges can be resolved if the outlined objectives and strategies are implemented and the outcome should be tangible through agreed indicators.

## **CHALLENGES OF THE AGRICULTURAL DEPARTMENT**

- Low production of agricultural products (Food and for commercial)
- Poor input usage (price, availability)
- Destruction of the environment
- Climate Change
- Limited use of new technologies like drip irrigation, use of green house.
- Lack of soil fertility
- Shortage of reliable markets for agricultural products
- Poor communication between stakeholders
- Lack of extension officers and equipment
- Diseases and crop pests
- Weak implementation of by-laws
- Shortage of water for irrigation

The department in collaboration with partners has had a broader perspective of objectives within the period 2015 / 16-2019 / 20 on addressing the identified challenges so as to achieve the Council's vision. The objectives set are as follows: -

### **Strategies to achieve the objectives of the agricultural, Cooperative and Irrigation sectors**

In order to achieve the objectives that will tackle the identified challenges and to ensure the agricultural, Cooperative and Irrigation sectors offer tangible contribution in the achievement of the Council's Vision, specific strategies have been set. These strategies include the following: -

- To support farmers in the wards such as Lunguza, Shiny, Mnazi, Lola, Changoi, Shume, Lukozi, Malindi and Lushoto on the use of agricultural tools, especially power tiller to increase production.
- To cooperate with the construction department to identify key roads that join the highway from the agricultural producing areas and provide a budget aimed

at enhancing them to be accessible the whole year and especially Boheloi Nyasa road.

- To collaborate with the construction department to provide road maintenance training, dig ditches for water passage, and to construct and rehabilitate irrigation infrastructure.

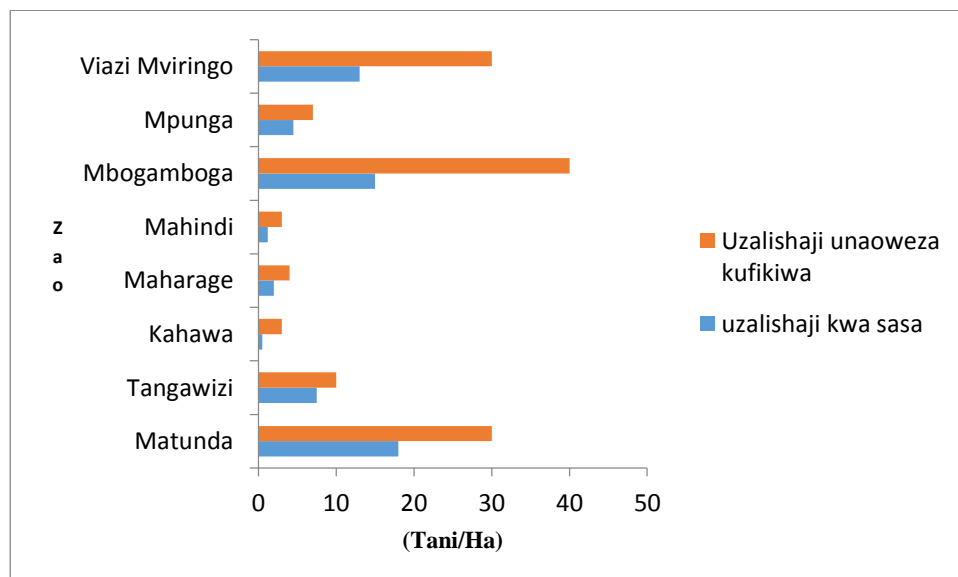
**Objective:** To increase irrigation Hectares from H 6300 to 8000 Ha by 2020 as follows:

| 2015/16  | 2016/17   | 2017/18   | 2018/19  | 2019/20   |
|--|---|---|--|---|
| To farm 300 Ha by irrigation in Changoi and Lukozi irrigation projects | To farm 300 Ha by irrigation in Kituani Mwezae and Ubiri irrigation project | To farm 300 Ha by irrigation in Kwemkwazu scheme and Hambalai - viti Irrigation Project | To farm 400 Ha by irrigation in Kitivo irrigation scheme | To farm 400 Ha by irrigation in Kwemgiriti irrigation schemes and Nyasa -Mlalo and Mgwashi -Mlalo irrigation projects |

To increase irrigation from 78.75 percent (2015) to 100 percent (2020).

The production of important crops per area (Tons / Ha)

The area cultivated is equivalent to 77.11 of cultivable are. The goal is to reach 100 percent of the cultivable area by increasing and enhancing the irrigation infrastructure. The irrigation area is equivalent to 78.75 percent of the irrigable land. Creation of irrigation infrastructure will enable utilization of the entire area.



**Explanation:**

There is a high likelihood to increase the production of different crops because potential production has not been achieved. Achieving potential production requires the use of the best technology and adherence to good agricultural practices.

The reasons for the decline and rising of production is due to poor use of agricultural inputs (price and availability), climate change (drought, floods), loss of soil fertility, limited use of new technologies (green house, drip irrigation).

#### **OBJECTIVES:**

To increase the use of quality food crop seeds from 926 tonnes (2015/2016) to 1,456 tonnes by 2019/2020.

To increase use of quality cash crop seeds from 38 tonnes (2015/2016) to 57 tonnes by 2019/2020.

To increase the use of manure from 14,354 tonnes ((2015/2016) to 18,495 tonnes by 2019/2020

To increase the use of fertilizers from 473,154 tonnes ((2015/2016) to 727,930 tonnes by 2019/2020

To provide training on good agricultural practices to 283,000 farmers by 2019/2020.

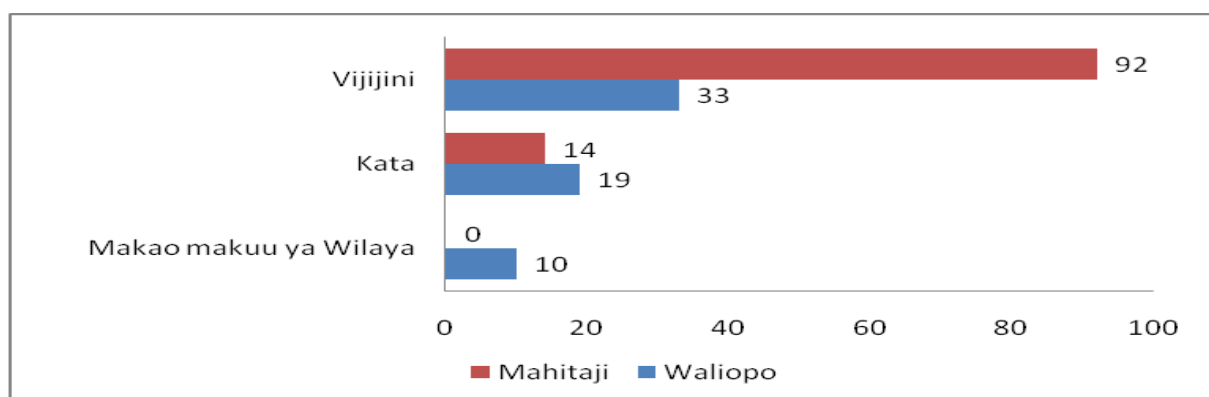
#### **To provide rural extension services**

The number of rural extension officers at the village level is equal to 35 percent of the needs of 125 villages. Ward public servants number is equal to 57 percent of the needs of 33 wards.

#### **OBJECTIVES:**

- To increase the number of extension officers in rural areas and wards by employing them in phases from 52 officers (33%) 2015/2016 to 95 (60%) by 2019/2020.
- To provide extension officers in wards and villages with motorcycles from 25 in 2015/2016 to 33 motorcycles by 2019/2020.
- To start information and training centres for farmers (WRCs) in Lunguza and Kivingo by 2019/2020
- To Improve apple production in Malindi, Sunga, Rangwi, Kwai, Ranger and Lukozi ward by 2020

- To increase Ngegere crop production from 65 tons to 650 tons per year in Gare, Ubiri, Ngulwi, Lushoto, Magamba, and Changoi and Lukozi by 2020
- To link farmers to markets by providing them with skills in business farming, entrepreneurship and market Information by 2020
- To encourage farmers to grow new crops (sesame, cashew and Ngwasha) in Mng'aro, Lunguza and Mnazi wards by 2020



## AGRICULTURAL INPUTS

A large area of the council are the mountains that is why the use of hoes is greater than the use of ploughs and tractors, the number of farmers who use Agricultural Inputs are small, the price of inputs is high making some farmers unable to afford the cost of purchasing the inputs. In addition, farmers lack knowledge on the use of input and good agricultural tools.

### Availability and distribution of agricultural input vouchers

Agricultural input vouchers have been given priority in the irrigation areas. However, vouchers are distributed at the provincial level

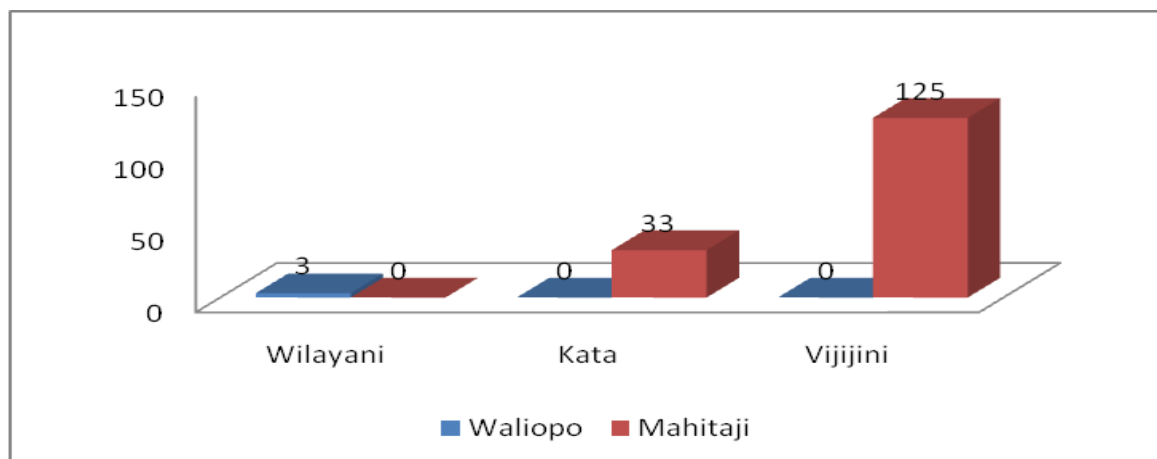
### Agricultural Infrastructure

To improve agricultural infrastructure using internal sources and donors by 2020 as the table shows

| Type of infrastructure | 2015 | 2020 |
|------------------------|------|------|
| Markets                | 3    | 5    |
| Weekly markets         | 22   | 25   |

|   |     |     |
|---|-----|-----|
| Silos   | 5   | 8   |
| Vegetables and fruits collection centres                              | 8   | 10  |
| Building for sorting crops  | 1   | 2   |
| Information and training centres (Ward Agricultural Resource Centres) | 2   | 3   |
| Fruit seedling nurseries  | 5   | 8   |
| Vegetables and fruits processing groups                               | 8   | 10  |
| Drip irrigation systems   | 2   | 5   |
| Agricultural input shops  | 19  | 25  |
| Green House   | 14  | 30  |
| Modern rice grinding machines   | 3   | 5   |
| Processing training centre  | 1   | 2   |
| Dams  | 38  | 50  |
| Canals  | 219 | 230 |

Agricultural infrastructure helps to increase the production of food and cash crops **The number of Cooperative officers available**



To ensure there is an adequate number of corporate officers at the district level, ward levels from 0 to 33, village level from 0 to 40 by 2020 to apply for employment permits.

### **Indicators of achieving the objectives of the Agriculture, Livestock and Cooperatives sectors**

- To increase farming area

- To increase crop production.
- To increase farmers' income
- To increase the ability to pay for various social services.
- Means of transport (especially vehicles) to access farming areas easily
- To reduce transport costs
- To increase crops in the markets
- Easily accessible roads all the time.
- to increase irrigation area
- To increase production of vegetables and food crops.
- To increase employment in communities
- To increase income and improved living conditions and reduce conflicts of irrigation water.
- To have rural extension experts in villages
- To increase the number of farmers who understand good agricultural practices.
- To increase agricultural mechanization
- To reduce soil erosion and increase soil fertility

### **Proposals for sources of resources and main executives.**

In order to successfully implement strategies and indicators mentioned, various resources will be needed, including financial and human resources. The general view is that the needed resources should be received from development partners, including citizens themselves, District Council, the central government through agricultural improvement program (ASDP / DADPs) and donors.

In addition, there is need for main executives to coordinate and supervise the implementation of the objectives. This plan has given executives at the agricultural sector of the district, under the supervision of the Executive Director, the responsibility to ensure implementation is successful. With executive director experts who will be responsible for managing and coordinating the implementation includes DAICO, irrigation Officer (D) and Cooperative Officer (D).



## **LIVESTOCK SECTOR**

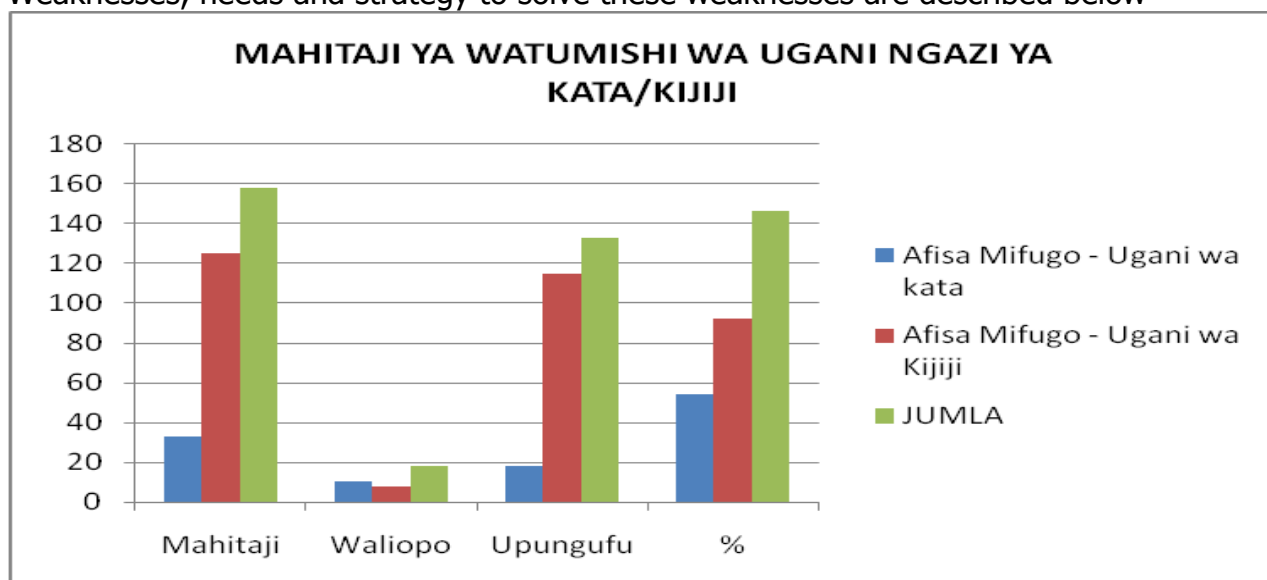
The general view of the contribution of the livestock sector in the achievement of the Council's Vision is to increase livestock production in order ensure an increase in income and to reduce poverty in the community. This will be possible if a specific strategy to use modern technology in livestock production will be implemented.

In addition to the emphasis on the use of modern technology in addressing the challenges facing the industry, it is important to get timely solutions to facilitate the achievement of the adopted vision. These challenges can be resolved if the outlined objectives and strategies are implemented and the outcome should be tangible through agreed indicators.

### **DEPARTMENT OF LIVESTOCK AND FISHERIES CHALLENGES**

- Low production of livestock fodder
- Animal diseases
- Poor livestock infrastructure
- Shortage of milk markets
- Low milk prices
- Lack of extension officers and equipment
- Weak implementation of by-laws
- The high prices of livestock inputs

Weaknesses, needs and strategy to solve these weaknesses are described below



- The ratio of extension workers to breeders to be 1: 500

According to the Livestock policy currently the ratio is 1: 2526

- Each village must have an expert

**Strategies:**

- Request 134 of certificate level extension officers and Diploma in the next five years to improve service delivery to farmers / livestock farmers to 1: 500 ratio

**Condition of Livestock Infrastructure**

- Out of the ten available dips in 2012/2013 two are in Bumbuli
- Out of ten available at the moment, two dips are completely crumbled
- Full dips are not working because:
  - Breeders failure to contribute in buying dipping spray
- Many farmers use hand spray pumps
- Limited number of dams. There is need to build more
- Farmers have planted crops on pathways used for taking livestock to dips
- Poor committee management of dips.

**Strategies:**

- To encourage farmers to rehabilitate / build and use eight dips because they are more efficient than by water pipes by 2020
- To increase three dams in Kivingo, Kiwanja and Lunguza villages
- To provide education to farmers in eight wards of villages with dips to designate livestock paths by 2020
- Providing education for breeders on the management of Constitution and laws of dips by 2020

**CONDITION OF AUCTIONS**

- In 2012/2013, the construction of two auctions was ongoing (Mnazi -Kiwanja and Milingano)
- In 2013/2014 auctions decreased because two are in Bumbuli

**Strategies:**

- To improve four existing auctions in Mnadani, Kwemakame, Kwekanga and Kiwanja by 2020
- To construct one auction -Makanya / Kweulasi by 2020

**CONDITION OF SLAUGHTER HOUSES**

- Out of the 33 available slabs, 5 are being developed. The remaining 28 need to be improved

- There is need to build modern slaughterhouses

**Strategies:**

- Construct three modern abattoir -Lushoto, Mlalo and Lukozi by 2020
- Build / improve 28 slaughtering slabs by 2020

**CONDITION OF LIVESTOCK VETERINARY CENTRES**

- The number of centres has decreased from the year 2013/2014 because of the division of the council
- Centres need renovation / improvements
- Professionals in centres need refresher training

**Strategies:**

- Rehabilitation of three livestock veterinary centres in Mlalo, Malindi and Lola by 2020
- To purchase laboratory equipment in these centres by 2020
- To enable four professionals to attend laboratory training by 2020

**MILK COLLECTION CENTRES**

- The number of centres has decreased from the year 2013/2014 because of the division of the council
- Full but not functioning in 2011-2012 -milk collection  
Had not commenced due to lack of collection tanks  
Milk

**FISH FARMING PONDS**

- Among the existing dams, eight belong to the state (prisons)
- A large number of dams are in bad conditions

**Strategies:**

- To encourage the rehabilitation of 67 depilated dams for fish farming
- To encourage fish farmers to start savings and loan unions in order to get loans for raising capital and acquiring the best modern fishing tools

**LIVESTOCK PRODUCTION**

## **MILK PRODUCTION**

### **Challenges**

- Low production of milk
- Low milk prices

### **Strategies:**

- To start 20 groups of dairy cattle and 15 of dairy goat farming by 2020
- To provide training to 1700 farmers on enhanced dairy cattle and goat farming by 2020
- To distribute 25 bulls to provide artificial insemination services to 2250 cows by 2020

## **MEAT AND SKIN PRODUCTION**

- Production of meat has decreased from 2013/2014 because of the division of the council
- The slaughtering has decreased due to the decrease in meat consumption because many consumers use white meat (chicken and fish)

## **PRODUCTION OF EGGS**

- The number of eggs is those that were sold in the markets
- Demand for eggs is high

### **Challenges**

- Low production of eggs
- Poultry diseases particularly Newcastle disease

### **Strategies:**

- To start ten groups for rearing of cows, goats and chicken by 2020
- To give vaccines to 872,000 chickens to prevent Newcastle disease by 2020
- To provide training to 800 farmers on enhanced chicken farming  
To improve poultry farming by 2020

## **FISH PRODUCTION**

### **Challenges**

- The low productivity of fish
- Shortage of quality fish eggs
- Shortage of quality fishing tools
- Low capital

#### **Strategies:**

- To start ten groups for fish farming by 2020
- To start five nursery farms or sample pools for training by 2020
- Ensuring the availability of improved fingerlings and fish eggs on district level by 2020
- Increase 33 fisheries experts (one in every ward) by 2020
- To provide training to 50 farmers on better To provide training to 50 farmers on better fish farming by 2020

#### **Strategies to achieve the objectives of the Livestock Sector**

In order to achieve the objectives that will tackle the identified challenges and to ensure the livestock sector offers effective contribution in the attainment of the Council's Vision, specific strategies have been set. These strategies include the following: -

- To cooperate with research institutes to produce quality livestock semen to farmers.
- To allocate budget to increase means of transport and other tools for the extension officers.
- To allocate motivation budget to extension officers every year.
- To collaborate with researchers and investors to improve livestock and fish eggs.
- To encourage and provide training for the use of Biogas and its benefits.
- To construct 34 Biogas plants in Information and training centres for farmers (WRC).
- To provide processing training to three centres conjunction with the private sector.

- To encourage the private sector to bring and distribute improved livestock semen and to increase artificial insemination.
- To uphold and implement soil conservation techniques in livestock keeping

### **Indicators of achieving the objectives of the Agriculture, Livestock and Cooperatives sectors**

- To increase livestock.
- To increase the income of livestock farmers
- To increase the ability to pay for various social services.
- To increase employment in communities
- To increase income and improve living conditions
- To have rural extension experts in villages
- To increase the number of livestock farmers who understand better livestock keeping.
- To increase modern farming tools
- to increase use of Biogas.

### **To make proposals for sources of resources and main executives.**

In order to successfully the implement strategies and indicators mentioned, various resources will be needed, including financial and human resources. The general view is that the needed resources should be received from development partners, including citizens themselves, District Council, the central government through agricultural improvement program (ASDP / DADPs) and donors.

In addition, there is need for main executives to coordinate and supervise the implementation of the objectives. This plan has given executives at the Livestock sector of the district, under the supervision of the Executive Director, the responsibility to ensure implementation is successful. With executive director experts who will be responsible for managing and coordinating the implementation includes DLFO and Fisheries Officer (D).

## ***CONSTRUCTION SECTOR***

### **STATE OF ROADS IN GENERAL**

The District Council services district and rural roads of a total **1070.50 km**

86.4 percent of these roads are murram (925 Km), 13.3% are gravel (142.37 Km) and 0.3% (3.1 Km) are tarmacked.

The general state of roads is satisfactory thanks to maintenance at specific times, of rough parts and routine maintenance every year. All districts and rural roads are made of some murram and gravel. In most cases, roads are accessible at all times

The general view of the contribution of the construction sector in the achievement of the Council's Vision is to ensure that the important infrastructure for service provision as well as that of processing is built and well maintained. If this is successful then the contribution of this sector will enable communities to access services in an infrastructure with the required standards and also an infrastructure that increases income to citizens therefore, encouraging economic growth.

**The main challenges facing the construction sector include the following: -**

- i. Unwillingness by the community to contribute to the improvement of infrastructure in their respective areas.
- ii. Damage to roads perpetrated by negligent livestock keeping in certain areas.
- iii. The high cost of road maintenance and construction equipment
- iv. Shortage of project monitoring resources in the Department.
- v. Negligent farming in steep areas that does not consider expertise and causing soil erosion that blocks the road.

**Specific objectives to meet the challenges of the construction sector**

The construction sector in collaboration with partners had objectives in the period 2015 / 16-2019 / 20 on addressing the identified challenges so as to achieve the Council's vision. The objectives set are as follows: -

- i. Providing education to the community about the importance of the citizens to voluntarily contribute towards the strengthening of the infrastructure they need in 33 wards.
- ii. Regular maintenance of 142 km of existing roads through small fund given by the government to continue making them accessible throughout the year.

- iii. To promote legislation of by-laws that regulate negligent livestock keeping as well as farming on steep areas that ignores expertise.
- iv. To manage more closely all construction activities undertaken by the contractors to close any loophole for unscrupulous contractors to implement projects under the required standards.

### **Strategies to achieve the objectives of the construction industry**

In order to achieve the objectives that will tackle the identified challenges and to ensure the construction sector offers effective contribution in the attainment of the Council's Vision, specific strategies have been set. These strategies include the following: -

- i. To allocate adequate budget each year to repair the 142 km road in 33 wards to improve them by 2020.
- ii. To give work to qualified, skilled and patriotic contractors to stem out unscrupulous contractors.
- iii. To train 26 youth groups on the use of Hydrofom machines for citizens use to construct buildings with the required standards by 2020
- iv. Allocate a budget for the purchase of three motorcycles, one vehicle for monitoring construction activities by 2020.

### **Indicators of achieving the objectives of the construction industry.**

- i. To ensure all Council roads are passable throughout the year.
- ii. To ensure buildings are constructed with quality standards.
- iii. To purchase means of transport in the department
- iv. To ensure livestock keepers and farmers follow regulations in their activities

### **Proposals for sources of resources and main executives.**

In order to successfully the implement strategies and indicators mentioned, various resources will be needed, including financial and human resources. These resources are expected to come from different development partners including government institutions and NGOs within the district as well as the people themselves.



This program has been given the responsibility to executives in the Construction Department to ensure implementation is successful. These executives include Chief Works Engineer (D), Planning Officer (D) and head of the department of construction projects.

### ***STRATEGIES FOR WATER SECTOR***

The general view of the contribution of the water sector in the achievement of the Council's Vision is to ensure the community receives the services of clean and safe water nearest to their residential areas (Distance of 400 meters according to the 2002 water policy)

#### **The main challenges facing the water sector include the following: -**

- i. By June 2015 64 percent of the residents of Lushoto council have access to water. Approximately 119,677 people equivalent to 36 percent do not have access to water
- ii. Deforestation and forest fires and water conserving forests.
- iii. Changing weather conditions which have led to the drying up of some water sources.
- iv. Agricultural activities near water sources and watercourses.
- v. The low budget and lack of funds to build water projects.
- vi. Deterioration of water infrastructure.
- vii. Low response by citizens to contribute in water projects.

#### **Strategies to achieve the objectives of the water sector**

In order to achieve the objectives that will tackle the identified challenges and to ensure the water sector offers effective contribution in the attainment of the Council's Vision, specific strategies have been set. These strategies include the following: -

- i. To construct water infrastructure in 32 villages of Mlola/Lwandai, Ngulu, Shume/Manolo/Madala, Gologolo, Mtumbi, wangwi, Mazumbai, Mavului, Kwe shindo, Kishangazi, Tewe, Hemtoye, Ungo, Mkundi ya Mtae, Langoni A, Mbwei, Makole, crumbs, Mazashai, Kingugwi, Tambwe, Bombo, Kwetango, Bwaya, Yamba, Handei, Dando and Kwegore-Vuri by 2020

- ii. To expand and renovate water projects in 12 villages in Ungaro, Mnazi-Kiwanja, Mbaramo, Gare, Rangwi, Lukozi, Yoghoi, Ubiri, Migambo, Kwemakame, Kreti and Mkundi ya Mbaru by 2020
- iii. To preserve 50 water resources and have them acquire title deeds by 2020.
- iv. To increase the number of villages that implement the water program from the current 10 to 20 villages in 2020.
- v. To distribute copies of the laws relating to environmental protection and conservation of water sources in 125 villages by 2020.
- vi. To create awareness in communities and institutions within the district to use the best technology in rainwater harvesting. The objective is to increase the availability of rainwater to at least 75 percent by 2020.
- vii. To provide training to 50 village community members on the implementation of water policy
- viii. Increase water production to improve the 3 of water catchment at Kibohelo, Kafa and Kwembago sources
- ix. To renovate dilapidated pipe infrastructure
- x. To construct five water storage tanks for the correct pressure regionally (675m<sup>3</sup>Magamba, 225m<sup>3</sup>Mbula, 90m<sup>3</sup>Dochi, 90m<sup>3</sup>Sinza, 90m<sup>3</sup>Kialilo)
- xi. To expand the pipe network (10km) in areas without network.
- xii. To install 1000 water meters for users who do not have them.
- xiii. Construction of water treatment plants in the three sources of Kibohelo, Kamfa and Kwembago.
- xiv. To employ a consulting engineer, to form water committees in 125 village suburbs and provide knowledge on project contribution from 5% to 10% and the Government to contribute 90% - 95% but the cost of maintenance and operation will be the responsibility of each village with a water supply.
- xv. To survey and put demarcation to sources and quantity of water and, if necessary, be reflected on the district map.
- xvi. To start a tree nursery that will help retain moisture in all sources in every village starting with 10 to 50 villages.
- xvii. To design blueprints in the villages to identify potential areas to build reservoirs, dams and irrigation taps.

### **Indicators for achieving the objectives of the water sector**

- Services of water to be available at the appropriate time and closer.
- To reduce diseases to people caused by lack safe water eg cholera, typhoid etc.
- To improve the environment
- Increased percentage of the population with access to safe water.

### **Proposals for sources of resources and main executives.**

In order to successfully the implement strategies and indicators mentioned, various resources will be needed, including financial and human resources.

This plan has given executives at the Water sector of the district, under the supervision of the Executive Director, the responsibility to ensure implementation is successful. With executive director, experts who will be responsible for managing and coordinating the implementation include water engineer (D), manager of the Water Authority - Lushoto and Natural Resources Officer (D) and Health Officer (D).

### *COMMUNITY DEVELOPMENT SECTOR*

The general view of the community development sector in contribution to in the attainment of the Council's Vision is to ensure that the community is educated on various important aspects life to enable the local community to live in conformity with required regulations in these areas and also empower them with intellectual and action in the development process through social and economic activities.

The main challenge facing the Community Development sector include the following: -

- i. Shortage of public servants in the Community Development Department at the ward level
- ii. Low budget in providing services to special groups and contribution to youth and women funds
- iii. Little contribution from the central government in women's Fund (WDF).
- iv. Shortage of equipment such as vehicles and motorcycles in the department.
- v. Late repayment of loans offered to women and youth
- vi. Lack of enough mobilization to people to contribute (time and money) in the implementation of development projects

vii. The growing problem of unemployment especially the youth

Specific objectives to deal with challenges of community Development Sector

The community development sector in collaboration with other partners had objectives in the period 2015 / 16-2019 / 20 on addressing the identified challenges so as to achieve the Council's vision. The objectives set are as follows: -

- i. To continue encouraging the council to allocate 10 percent of internal revenues for the loans to women and youth and provide 90 percent by 2020
- ii. To increase the number of public servants in the community development Department by recruiting community development officers in 33 wards by 2020.
- iii. To raise awareness to women and youth economic groups by offering entrepreneurship skills to 310 women's groups and 310 youth groups by June 2020.
- iv. To increase the number of profit-making self-help groups and have sustainable projects from the current 880 to 1500 groups by 2020
- v. To increase the amount of loan repayment by youth and women on loans granted from 56 percent to 98 percent by 2020
- vi. To increase the income of ordinary citizen from Tsh. 1500, 000 / = per year to Tsh 2,000,000 / = per year for members of VICOBA and entrepreneurial groups of youth and women by 2020.
- vii. To increase and coordinate the participation of the private sector by identifying 50 NGO's working within the council by 2020
- viii. To start children's assemblies 33 Council wards and provide knowledge on how to operate them by 50 percent by 2020
- ix. To coordinate the formation and registration of civil society groups from 880 to 1,500 by 2020.
- x. To identify and improve statistics of special groups from 35 to 75 percent by 2020
- xi. To strengthen the monitoring of the various activities undertaken by the Department from 45 to 85 percent by 2020
- xii. To have community capacity building for critical issues by providing relevant education from 30 to 80 percent by 2020

Indicators of achieving the objectives of community development sector

- i. To increase economic projects in the Community.
- ii. To have department officials in each county

- iii. To have development plans developed by professionals at the ward and village levels.
- iv. To increase better housing built by the citizen in villages and towns.
- v. To ensure that special groups like the disabled and older people receive deserving services
- vi. To increase income to residents

Proposals for sources of resources and main executives.

In order to successfully the implement strategies and indicators mentioned, various resources will be needed, including financial and human resources. These resources are expected to come from different community development partners including government institutions and NGOs within the district as well as the people themselves.

This program has been given the responsibility to executives in the community development department to ensure implementation is effective. These executives include Community Development Officer (D), AIDS Coordinator (D) and Works Engineer (D).

### **STRATEGIES TO FIGHT AGAINST HIV AND AIDS**

The project to fight against AIDS in DC Lushoto is among the projects engaged in the activities of the fight against AIDS district. This project engages in a range of services for people living with HIV, AIDS patients as well as people without infections to achieving set goals and strategies from 2015/16 to 2019/20. The District Council in partnership with all stakeholders involved in AIDS with all departments and sectors available in the Council has set concrete strategies to ensure that by 2020 the infection drops to 1.9 from 2.4 in 2014/2015.

### **CHALLENGES OF THE FIGHT AGAINST AIDS**

- Project financing for the fight against HIV and AIDS in the district relying on donors
- Lack of equipment such as means of transport for the implementation of activities of the fight against HIV and AIDS.
- Poor nutrition for people living with HIV groups and children living in vulnerable conditions a situation contributing to some people living with HIV to stop using ARVs
- Stigma and discrimination against people living with HIV and children living in vulnerable conditions.
- Certain groups of people living with HIV lack sustainable economic projects
- Lack of accurate statistics about children living in risky conditions in wards and villages

- The existence of customs and traditions that contribute to the spread of HIV and AIDS.

## **STRATEGIES FOR THE FIGHT AGAINST HIV AND AIDS TO ACHIEVE THE OBJECTIVES BY 2020.**

In order to achieve the objectives of tackling challenges facing the fight against HIV and AIDS following are set to be implemented by 2020

- To collaborate with different stakeholders involved in the activities of the fight against HIV and AIDS at the district (NGOs CBOs, FBOs) to implement activities of the fight against HIV and AIDS.
- To allocate a budget for HIV and AIDS through internal revenue and to seek other sources of funding from different donors who are interested in supporting the fight against AIDS in the District.
- To provide training on gender and AIDS, stigma and discrimination, entrepreneurship, life skills, education on reproductive health to youth not in school, those in schools and in communities in 33 wards.
- To strengthen the AIDS control committees of CMAC, WMAC and VMAC in the District.
- To achieve quarterly, semi-annual and annual sessions for stakeholders in the fight against HIV and AIDS.
- To provide nutritious food to children living with HIV who receive services through the district hospital, health centres and centres for children living in vulnerable and risky conditions.
- To provide education on HIV and AIDS in 40 primary and 40 secondary schools as well as 2000 college students in three colleges IJA SECOM and Mbughai by 2019/2020.
- To diagnosis 5000 children living in vulnerable and dangerous conditions in 33 wards by 2019/2020
- To encourage voluntary testing in the community from the ward level, villages and neighborhoods to around 100,000 community members by 2019/2020
- To provide nutrition education in communities to enable communities to know the importance of nutrition for all children, including children living with HIV to 5000 children by 2019/2020.
- To allocate a children's budget of Tsh 25,000,0000 through internal revenue for hospitals / health centres that are giving children porridge when they attend clinic by 2019/2020
- To mobilize the community especially families who have children living with HIV to take the children to clinic
- To mobilize the community especially parents / guardians testing of HIV for all children aged from 17 to 0 because it is a group of children that has been forgotten for a long time.
- To ensure that all children identified as being infected to attend clinic and to follow medical advice.

## ***ENVIRONMENT SECTOR***

The general view of the environment sector's contribution in the achievement of Council's Vision is to ensure the community receives services of clean environment in their residential areas, markets, hotels, restaurants, roads and other public places.

### **The main challenges facing the environment sector include the following: -**

- Deforestation and forest fires and water conserving forests.
- Changing weather conditions which have led to the drying up of some water sources.
- Poor sanitation technology
- Farming activities near water sources and water passage causing damage to the environment.
- Low budget and the lack of funds to monitor the cleanliness of the environment.
- Limited response of citizens to participate in cleanliness activities held every end of the month.

### **Specific objectives to meet the challenges of the environment sector**

The environment sector in collaboration with partners has had a broader perspective of objectives within the period 2015 / 16-2019 / 20 on addressing the identified challenges so as to achieve the Council's vision. The objectives set are as follows: -

- To preserve water sources and planting of trees
- To provide education to citizens on the policy of Sanitation
- To distribute copies of the laws relating to environmental protection and conservation of water sources in 125 villages by 2020.
- To provide training to 50 village community members on the implementation of the environment policy
- To institute a system to inspect the cleanliness of residential buildings, roads, water taps and other areas.
- Handling of domestic and commercial waste in bins, bags and landfills.
- To remove those wastes and dispose of carcasses by using vehicles at specific intervals.
- Cleaning of open places on the highway and taps using groups of people.
- Handling of light waste by pedestrians and motorbike users.
- To remove and transport those waste using special solid waste disposal vehicles at specific intervals.
- To professionally operate landfill using modern technology.
- To start a system of public sewer connection.

- Sustainable cleaning of areas by putting a system of solid and liquid waste disposal.
- Beautification of the town by trimming law and planting a garden of flowers and plants.
- Sustainable Environmental Impact Assessment program by taking into consideration climate change.
- To have equipment for cleaning exercises and environmental protection. ( fuel, oil, wheelbarrows, and trucks for waste disposal).
- To provide education on cleanliness and environmental conservation to the environment committees in wards, villages estates and the general public.

### **Strategies to achieve the objectives of the environmental sector**

In order to achieve the objectives that will tackle the identified challenges and to ensure the environmental sector offers tangible contribution in the attainment of the Council's Vision, specific strategies have been set. These strategies include the following: -

- To institute a system to inspect the cleanliness of residential buildings, roads, water taps and other areas.
- Handling of domestic and commercial waste in bins, bags and landfills.
- To remove those wastes and dispose of carcasses by using vehicles at specific intervals.
- Cleaning of open places on the highway and taps using groups of citizens.
- Handling of light waste by pedestrians and motorbike users.
- To remove and transport those solid waste using special waste disposal trucks at specific intervals.
- To professionally operate landfill using modern technology.
- To start a public sewer connection system.
- Sustainable cleaning of areas by putting a system of solid and liquid waste disposal.
- Beautification of the town by trimming law and planting a garden of flowers and plants.
- Sustainable Environmental Impact Assessment program by taking into consideration climate change.
- To have equipment for cleaning exercises and environmental protection. ( fuel, oil, wheelbarrows, and trucks for waste disposal).
- To provide education on cleanliness and environmental conservation to the environment committees in wards, villages and estates
- To preserve water sources and planting of trees
- To provide education to citizens on the policy of Sanitation
- To distribute copies of the laws relating to environmental protection and conservation of water sources in 125 villages by 2020.
- To provide training to 50 village community members on the implementation of the environmental policy



## **Indicators for achieving the objectives of the environment sector**

- To have cleaning equipment
- To reduce exposure to diseases caused by pollution and water shortages.
- To improve the environment
- Increased percentage of the population with access to safe water.
- To increase the number of trees planted

## **Proposals for sources of resources and main executives.**

In order to successfully implement strategies and indicators mentioned, various resources will be needed, including financial and human resources.

This plan has given executives at the Water sector of the district, under the supervision of the Executive Director, the responsibility to ensure implementation is successful. With director executive experts who are responsible for managing and coordinating the implementation include the Environment Officer (D) Water Engineer (D), Manager of the Water Authority - Lushoto, Natural Resources Officer (D), and Health Officer (D), Forestry Officer (D) Agricultural Officer (D) and Veterinary Officer (D).

## ***HEALTH SECTOR***

### **PRIORITY NO.1:**

MEDICINES AND MEDICAL SUPPLIES (Medicine, medical equipment, medical supplies and diagnostic management system)

**Target:** To improve access to and delivery of social services

**Objectives:** To reduce the shortage of medicine and medical equipment from 65% to 45%.

### **Strategies:**

- To prepare the outcomes of medical needs to ambush the needs of medical products
- Procurement of drugs and medical equipment.

### **PRIORITY NO.2:**

## **MOTHER AND CHILD HEALTH (Maternal, Newborn and Child Health)**

**Target:** To improve access to and delivery of social services.

**Explanation:** Awareness of the benefits of family planning is still required in dealing with the problem of maternal mortality.

**Objectives:**

- To reduce mortality in children under five years from 49 to 45 deaths by 2020
- Reduce maternal mortality from 4 to 2 deaths by 2020

**Strategies:**

- Supply and delivery of vaccines through inoculation.
- To offer IMCI training to service providers.
- To offer IMCI training to service providers on life saving skills (EmONC)
- To increase the number of users of modern contraceptives in health centres.
- To provide training to traditional birth attendants about risks to health instead to go to service centres.
- To provide education to pregnant mothers on personal program on delivery, the importance of delivering in health centres and attending the clinic with their partners.

**PRIORITY NO.3:**

**Communicable Diseases Control.**

**Target: To improve access to and delivery of social services.**

**Explanation**

- Malaria-related deaths are declining. However, more strategies are needed to further reduce deaths from malaria.
- HIV prevalence in the community is still a problem. Therefore, strategies are needed in the fight against this disease.
- Public awareness about the importance of joining CTC services has increased as well as the use of ARVs.
- Centres providing CTC services have reduced due to the division of the council (Lushoto and Bumbuli)

**Objectives:**

- To reduce the impact of malaria from 22% to 20% by 2020
- To reduced HIV infections from 2.4% to 1.9% by 2020
- To reduce the rate of Sexually Transmitted Diseases from 2.6% to 2% by 2020.
- To reduce new cases of Tuberculosis from 226 to 169 patients by 2020
- To reduce new leprosy cases from 12 to 9 patients

**Strategies:**

- Mobilize the community about the proper use of nets with the importance of clean environment.
- 90 percent of under 15 get an HIV test and understand their health
- 90 percent of all who are diagnosed with HIV infection are put in CTC services and get take antiretroviral drugs
- 90 percent of all who are in the service are retained
- All clients who come to health centres should be encouraged to test for HIV
- To test all pregnant women and those who are diagnosed with HIV should start using Prevention of Mother to Child Transmission drugs (PMTCT).
- Improvement of the correct treatment of STIs.
- Monitoring and diagnosis of TB patients at the community level.
- Monitoring and diagnosis of leprosy patients at the community level.

**PRIORITY NO.4:****Non Communicable Diseases Control.**

**Target: To improve access to and delivery of social services.**

**Explanation:** Malnutrition remains a problem in this society. Therefore, more strategies are needed in the fight against malnutrition.

**Objectives:**

- To reduce the rate of malnutrition in children aged under 5 years from 3.9% - 1%
- To Improve nutrition for admitted patients from 40% to 50% by 2020

**Strategies:**

- Improvement of the nutritional status of children living in vulnerable conditions who are under five years old and children with HIV and AIDS.
- Provision of vitamin A drops to children under the age of five
- Improving nutrition for children in pre-schools.
- Breastfeeding by mothers to the required level.
- Ensuring access to three meals a day for hospitalized patients.

**PRIORITY NO.5:**

**TREATMENT AND SERVICES IN RELEVANT AREA (Treatment and care of other common diseases of local priority within the Council.**

**Target: To improve access to and delivery of social services.**

**Objectives:**

- To reduce eye diseases from 2.5% to 2% by 2020
- To reduce the rate mouth and dental diseases from 1% to 0.5% by 2020
- To reduce potential cholera outbreak from 28 to 20 villages by 2020
- To reduce the rate of neglected diseases from 50% to 45% by 2020

**Strategies:**

- To diagnose and treat eye diseases
- Diagnosis of eye health in schools
- Provision of dental and mouth care.
- To test the number of fleas on rats.
- Diagnosis and treatment of diseases that were not given priority.

**PRIORITY NO.6:**

**ENVIRONMENTAL HEALTH AND SANITATION**

**Target: To improve access to and delivery of social services.**

**Objectives:** To enhance sanitation at service centres by 2020.

**Strategies:**

- To improve sanitation in health care centres.

**PRIORITY NO.7:**

**STRENGTHEN SOCIAL WELFARE AND SOCIAL PROTECTION SERVICES.**

**Target: To improve access to and delivery of social services.**

**Objectives:**

- To enhance access to healthcare to children living in harsh conditions by 2020.

**Strategies:**

- Identification of groups with special needs
- Provision of mental health services

**PRIORITY NO.8:**

**STRENGTHEN HUMAN RESOURCE FOR HEALTH AND SOCIAL WELFARE MANAGEMENT CAPACITY FOR IMPROVED HEALTH SERVICES DELIVERY.**

**Target C: To improve access to and delivery of social services.**

**Target:** To reduce the shortage of mixed skilled health staff from 45% to 30% by 2020

**Explanation:** The health department should have a total of 818 staff but according to the Ministry of Health and Social Welfare 2014-2019 until now the department has only 451 staff

**Strategies:**

- The budget for public servants' salaries shall be arranged based on the needs of the health establishment.
- To improve working conditions to ensure that the public servants receive their dues on time.
- Training program for staff shall be prepared based on priorities and allocated sufficient budget.

**PRIORITY NO.9:**

**Strengthen Organizational Structures and Institutional strengthen management at all levels**

**Target C: To improve access to and delivery of social services.**

**Target:** To enhance management and governance systems at all levels from 55% to 60% by 2020

**Strategies:**

- Payment of the costs of various services for operating the office.
- Improvement of systems for financial management at service delivery centres
- Encourage the contribution to health services
- To improve the referral system of patients.
- Improvement of partnerships between government and NGOs
- To facilitate teams operating health services at all levels (CHSB, CHMT & HFGC)
- To strengthen and integrate management and inspection of service delivery centres.

**PRIORITY NO.10:**

**EMERGENCY PREPAREDNESS AND RESPONSE**

**G Objectives: To improve response to emergencies and disasters**

**Objectives:**

- To enhance emergency and disaster preparedness and response by 2020

**Strategies:**

- To empower service providers in 38 service delivery centres on how to deal with emergencies / disaster
- Procurement of special equipment for dealing with emergencies / disasters
- Identification of areas with indicators of disasters.
- To mobilize methods of dealing with emergencies / disasters

#### **PRIORITY NO.11:**

#### **TO IMPROVE HEALTH (Health Promotion / Behavior Change Communication)**

**Target: To improve access to and delivery of social services.**

**Objectives:** To increase awareness of communities on the prevention and treatment of disease by 2020.

#### **Strategies.**

- Provision of mouth and dental education in schools
- Provision of education on how to combat malaria, cholera etc.
- To empower village social service committees on how to report on various health issues
- Provision of health education in the community about diseases children under five years and the treatment.

#### **PRIORITY NO.12:**

#### **NATURAL MEDICINE AND ALTERNATIVE HEALING**

**Target: To improve access to and delivery of social services.**

**Target:** To reduce delay of transferring patients from traditional healers to health centres from 2% to 1% by 2020

#### **Strategies:**

- Identification and registration of traditional healers
- Mobilizing traditional healers on diseases that they should not treat in their service centres.

#### **PRIORITY NO.13: CONSTRUCTION AND REHABILITATION OF INFRASTRUCTURE**

**Goal D: Increasing the number and quality of social services and infrastructure**

#### **Explanation**

- The health department should have at least 76 houses that are one in two, but until now it has just 38 houses that are one in two. Even the existing buildings need renovation.
- The health depart has a total of 38 service delivery centres, one hospital, four health centres and 33 dispensaries. However, there is a need to expand / increase infrastructure especially in district hospitals based on the increase of service users (clients) that is incompatible with existing infrastructure.

**Objective:** To enhance health care Infrastructure from 50% to 55% by 2020

**Strategies:**

- Construction of a modern ward for expectant mothers at the Lushoto district hospital
- Construction of a walkway from ward number 5 to the mortuary at the Lushoto district hospital
- Construction of the operation room at Mnazi health centre.
- To improve sewage system in Lushoto district hospital
- To improve housing for public servants at Lola health centre
- To complete the construction of Mavului and Mziragembei dispensaries.
- Improve referral services at Mtae Division.
- To connect to the National grid electricity in 20 service centres.

## **NATURAL RESOURCES, LAND AND TOURISM SECTORS**

The tourism industry has a great contribution in the development of economic growth. Lushoto district has many geographic, historic and cultural tourism opportunities.

Historically, Lushoto district was for a long period before independence a major Colonial stronghold especially Germans. This was because of the location in Usambara mountains which has good weather and also for security reasons which eventually put Lushoto on the world map. Therefore, Lushoto receives many visitors as tourists.

Currently there are four institutions involved with business tourism within the district and there are companies from outside that bring tourists from outside to visit tourist attractions in the Usambara-Lushoto. Institutions and companies with offices and existing Lushoto are as follows.

- i) Friends of Usamabara Society -FOU

- ii) Tanga Youth Development Association - TAYODEA
- iii) Friendship Community Care Association - COCAFA
- iv) SED-Adventure Safaris & Tours
- v) Tupande Usambara -LUSHOTO

The tourism industry has also many different stakeholders each playing a role and the sector has a complete business system for example;

- hotel and boarding services
  - transport services,
  - Indigenous communities living in areas with tourist attractions especially in the district,
  - managers of protected areas (forest and wildlife)
  - Security apparatus and many others who in one way or another contribute or are involved with the activities of business tourism.
- 
- The central government and the Council as custodians of the law, regulations and procedures of the sector.

### **Challenges facing the tourism sector**

Among the challenges facing the tourism sector include the following: -

- i. Operating tourist business without paying taxes to the government in addition to lack of professionalism by service providers.
- ii. Limited services for visitors especially food services in Lushoto town.
- iii. Institute engaged in business tourism s are those registered as non-governmental organizations giving the government a hard time in coordinating the tourism business.
- iv. Lack of statistics on foreigners entering and leaving the district
- v. Shortage of tourist infrastructure example, hotels, roads, other means of communication with financial institutions like banks etc.
- vi. Limited cooperation with tourism stakeholders in achieving the goals of the sector.
- vii. Frequent conflict among stakeholders of the tourism industry in the district.

### **Specific objectives to tackle the challenges**



The tourism department through the council as a major stakeholder and number one in the industry had a broad perspective within the period 2015 / 16-2019 / 20 in order to address the identified challenges to achieve the vision of the sector as well as that of the council. The objectives include the following:

- i. To have a tourism master plan that will provide guidance that is a direction on tourism activities in the district.
- ii. Encourage stakeholders to improve tourism infrastructure, especially the hotel owners and financial Institutions.
- iii. Enact by-laws that will enable the district council to oversee the management of tourism business in accordance with the law.
- iv. The district to have a procedure for promoting the existing tourist attractions in the district.
- v. To innovate new tourist attractions and other cultural attractions
- vi. To have three income generating tourism projects for the district council through tourism as another sector.

### **Strategies to achieve the objectives of the tourism sector**

In order to achieve the objectives that will tackle the identified challenges and to ensure that the tourism sector offers tangible contribution in the achievement of the Council's Vision, specific strategies have been set. These strategies include the following: -

- i. To form a district Tourism Facilitation committee that will bring together all tourism stakeholders
- ii. To develop an ambitious tourism plan for Lushoto district will provide a vision for the district tourism and investment opportunities.
- iii. To initiate projects in different areas to ensure the District Council has income from the tourism business.
- iv. To form a tourism organization / company in cooperation with tourism stakeholders present within the district.
- v. To have sessions from time to time with stakeholders to discuss and solve the problems facing the tourism sector.
- vi. To provide technical advice to the stakeholders of the tourism industry on the improvement of tourism activities and the implementation of tourism laws and policies.

- vii. To innovate the new tourist attractions and promoting them nationally and internationally through various ways.
- viii. To allocate adequate budget for the operation of tourism activities in order to achieve the intended goals.
- ix. To support various investors in the tourism sector in viable locations within the district.

### **Indicators of achieving the objectives of the tourism industry.**

The government has recognized the major contribution by the private sector in economic growth of Lushoto district. The government in its part has made numerous efforts to ensure the facilitation of services for tourism stakeholders that are indicators of achieving goals.

- i. To have one professional cadre of tourism hired by the district council who works with partners and the government.
- ii. To have one building used as a tourism information centre in Lushoto town (Nyerere square) that is being renovated.
- iii. To have various sessions to discuss and solve the problems facing the tourism sector in cooperation with partners.
- iv. To allocate a room for tourist office in the new building at the council to facilitate service delivery to stakeholders.
- v. To set aside funds in the budget for successful implementation of tourism activities.
- vi. To promote other viable areas conducive to investment in the tourism sector through investment workshops.
- vii. To increase different nationalities that visit Lushoto and also domestic tourism and collection of accurate statistics.
- viii. To have a large number of people who depend on tourism as a source of employment especially the youth.
- ix. To have a large number of tourist attractions
- x. To start a process of formation of a tour company by allocating a budget for the implementation of such activities.

## **FORESTRY SECTOR**

To achieve the goal of planting two million trees and more together with maintaining sustainable conservation of forest resources in Lushoto district, the following strategies have been set to achieve those goals: -

- To start nursery trees of various kinds for timber and beautification for the Council which will have the capacity to produce two million seedlings per year. The trees will be sold and distributed to different people for planting in their farms.
- To start a Council farm of twenty hectares (50 acres) to plant fast growing trees such as Grevillea, pine, cypress and eucalyptus trees that will be planted for business purposes.
- To strengthen forestry extension services to many people in the district so as to continue educating and motivating them to take care of the environment, conservation and tree planting.
- To strengthen patrols for combating instances of unregulated harvesting of trees and bushes as well as reduce the hazards of forest fires.
- To increase efforts and efficiency in preparing and writing projects proposals to the Government and charitable organizations for funding conservation activities and the purchase of tools to help in activities that will strengthen and conserve forests.
- To send four forestry experts for long-term studies of forests in up to certificate, diploma, and degree levels in the field of forest and environmental conservation.

## **Land**

### **Strategies to achieve the objectives of the land sector**

In order to achieve the objectives that will tackle the identified challenges and to ensure that the land sector offers tangible contribution in the achievement of the Council's Vision, specific strategies have been set. These strategies include the following: -

- i. The existing strategy in the land sector and so that every citizen in urban and rural areas would benefit from their land is to formalize the land by getting normal and customary title deeds that can enable them access loans from existing financial institutions in the country in 50 villages by 2020.
- ii. To mobilize citizens in the construction of the Land Registry offices in 50 villages where the exercise will help in preserving customary title deeds in the villages by 2020.

- iii. Land formalization helps citizens in the village to reduce the cost of land survey. The objective is that by 2020 to have 2000 citizen to have their lands surveyed and given title deeds.
- iv. To provide education on Land Act No 4 and No 5 of the year 1999 in 50 villages by 2020.
- v. To survey all existing institutions within the District Council such primary schools, secondary schools, health centres and dispensaries by 2020.
- vi. Survey of 2500 plots of various usages in Lushoto Council by 2020

## **LUSHOTO TOWNSHIP AUTHORITY**

### **Challenges of the township authority;**

- i. Construction that does not adhere to urban planning
- ii. Accumulation of waste in the urban area
- iii. Lack of council meetings in the township authority
- iv. Staff not getting their dues
- v. Scarcity of equipment
- vi. Lack of funds to install traffic lights

In implementing activities, Lushoto town has the following objectives:

### **Hygiene;**

- To involve sanitation stakeholders and traders living in the town in garbage collection so as to improve sanitation from 50% to reach 80% by June 2020
- Management of by-laws and the imposition of penalties.

### **Good governance;**

- To facilitate the resolution / arbitration of disputes between the community and leaders or conflicts between communities from 50% to 80% by 2020.
- To involve citizens living in the town in economic development programs to fight against poverty, disease and ignorance.
- To facilitate enactment and management of by-laws.

### **To prevent illegal construction works**

- To empower the town to have a plan for allocation of plots of land and their utilization for the development of the urban area and its suburbs by 2020
- To facilitate the acquisition of 50 traffic lights in Lushoto town by 2020

**To facilitate staff dues;**

- To facilitate dues for staff at the township authority.
- Develop a strategic plan for public servants training.

**Equipment**

To facilitate the availability of equipment for staff at town authority.

**Strategies to achieve objectives;**

- To provide education on hygiene to citizens and the traders operating in the authority.
- To provide training to staff on enactment and management of the existing by-laws.
- To start hygiene competition in estates
- To have meetings of the town council authority
- To look for investors to bring traffic lights

**Indicators of achieving the objectives;**

- To reduce illegal construction in the authority
- To reduce accumulation of waste in the authority
- To reduce conflicts among the citizens
- To have township authority sessions
- To have traffic lights.

**HARMONIZATION OF THE STRATEGIC PLAN, MKUKUTA PLAN AND PLANNING EXPENDITURE (MTEF)**

Lushoto district strategic plan will be harmonized with the medium-term expenditure framework (MTEF) in the following areas:

- All objectives of MTEF are based on the strategic plan.
- All MTEF budgetary activities will implement the strategic plan.
- The cost of implementing of activities outlined in MTEF for a period of three years will aim to resolve the challenges outlined in the strategic plan.

In that regard, MTEF is part of the strategic plan of the district, in its implementation

Strategic Plan for Economic Growth and Reduction of Poverty in Tanzania has three main levels and each level has strategies on how to implement its objectives. These levels are as follows;

**(i) Economic growth and reduction of poverty.**

- This is the first level whose objective is the construction of infrastructure such as roads, means of communication, information etc. The main sector is the construction and economic sector.

**(ii) Good Governance and Accountability.**

- The concerned sectors are administration and public service, Judicial and Security, Finance, Community Development and Cooperatives.

**(iii) Improved Quality of life and well-being**

- This level involves the delivery of public services to citizens. These services include education, health, water, agriculture and livestock.

The implementation of MKUKUTA clusters will involve the following existing sectors: -

| <b>No.</b> | <b>MKUKUTA CLUSTER</b>                  | <b>RELEVANT SECTOR</b>   |
|------------|---|--|
| 1          | Economic Growth                         | Construction, Economy & Trade, Agriculture, Livestock and Natural Resources, Finance, Cooperatives and Community Development |
| 2          | Improved Quality of life and well-being | Education, Health, Water, Community Development.   |
| 3          | Governance and accountability           | PUBLIC SERVICE MANAGEMENT  |

## **COSTS OF IMPLEMENTATING THE STRATEGIC PLAN**

The costs of the implementation of the strategic plan will be funded by the following sources:

- Income from the Council sources
- Revenue from central government (grants for development and recurrent expenditures)
- Donors
- Non-governmental organizations and the private sector (including individuals)
- Citizens' contributions (financial and human resources)

These sources will be analyzed in more detail in the council's annual budgets which take into account the goals set out in this five-year plan to give the solution to the challenges identified

## **IMPORTANCE OF AVAILABILITY OF RESOURCES FOR IMPLEMENTATION COSTS**

It is important for the Council and other key stakeholders to consider that without the funds estimated in the annual budget to finance the implementation of the strategic plan, the goals will not be met. Therefore, this will significantly affect the implementation. Special efforts should be made to expand the base of income sources to finance this plan. These initiatives include: -

- i. New sources of revenue for local authorities
- ii. Strengthen available sources as well as improving revenue collection.
- iii. Design projects that can be financed by contributions from citizens, donors or other stakeholders.
- iv. To fulfil the criteria for getting grants from the central government by the Council
- v. To participate with stakeholders in the process of development activities including the preparation of the development budget

## **MONITORING AND EVALUATION OF THE ACTION PLAN**

To ensure that the implementation of the strategic plan takes place as planned, there must be a method or process to ensure it is successful. This process involves the monitoring, evaluation and public service performance.

### **Monitoring**

Monitoring of this program will be carried out quarterly through the Council's annual action plan. Progress reports will be provided and discussed with stakeholders to identify to what extent the implementation has been successful. This will provide an opportunity to have joint strategies to deal with the emerging challenges or to change the original strategies so as to achieve objectives.

### **Evaluation**

The first evaluation of the plan will be carried out after two and a half years of the first implementation. There will also be an evaluation at the end of five years. Evaluation looks at the implementation of the plan in detail in the following main areas:

- i. Implementation of the vision
- ii. Key areas in which better results are expected.
- iii. Things that the Council will have learned from experience and correct where necessary.

Learning from the implementation of the previous strategic plan will be used to develop a new strategic plan.