

UNITED REPUBLIC OF TANZANIA

**PRIME MINISTER'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

KONDOA TOWN COUNCIL



**STRATEGIC PLAN
2017/2018 - 2022/2023**

MAY, 2017

TABLE OF CONTENTS

EXECUTIVE SUMMARY	iii
STATEMENT OF THE COUNCIL CHAIRPERSON:.....	iv
STATEMENT BY THE COUNCIL DIRECTOR	v
CHAPTER ONE	1
BACKGROUND INFORMATION AND THE STRATEGIC PLAN PROCESS.....	1
1.1 Introduction	1
1.2 Location of Kondo Town Council	1
1.3 Population and ethnic groups.....	1
1.4 Ethnic groups	1
1.5 Economic activities	1
1.6 Administrative set-up.....	2
1.7 Area and physical characteristics	2
1.8 Justification for the Strategic Plan (2017/2018 - 2022/2023)	2
1.9 Formulation Process	3
1.10 Structure of the Strategic Plan	3
CHAPTER TWO	3
ANALYSIS OF EXTERNAL AND INTERNAL ENVIRONMENT	3
2.1 Overview	3
2.2 External Environment	4
2.2.1 The Millennium Development Goals (MDGs)	4
2.2.2 National Development Vision (2025) and strategy for growth and reduction of poverty .	4
2.2.3 Tanzania Five Years Development Plan (2015/16– 2020/21)	4
2.2.4 National Strategy for Growth and Reduction of Poverty II (NSGRPII)	5
2.2.5 Gender Aspects.....	5
2.2.6 Local Government Reform Programme.....	5
2.2.7 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative	6
2.2.8 Cooperatives Development Policy	6
2.3 Internal Environment	7
2.3.1 Planning Statistics and Monitoring	7
2.3.2 Human resource and Administration	7
2.3.3 Community Development, Social welfare and Youth	7
2.3.4 Health	8
2.3.5 Agriculture, irrigation and cooperative	9
2.3.6 Lands and Natural Resources	10
2.3.7 Water.....	11
2.3.8 Finance and Trade	11
2.3.9 Procurement Management	12
2.3.10 Legal	12
2.3.11 Secondary education.....	13
2.3.12 Primary education	13
2.3.13 Works and fire rescue.....	13
2.3.14 General election.....	14
2.3.15 Internal Audit	14

2.3.16 Information Communication Technology and public relation unit.....	14
2.4 Implementation of first KTC strategic plan: Overview of major Achievements and impediments.....	15
2.5 Stakeholders analysis.....	16
2.6 Summary of Strengths, Weaknesses, Opportunities and Challenges (SWOC).....	18
2.6.1 Strengths.....	18
2.6.2 Weaknesses.....	19
2.6.3 Opportunities.....	19
2.6.4 Challenges.....	20
CHAPTER THREE.....	21
VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES KEY TARGETS AND STRATEGIES.....	21
3.1 Introduction.....	21
3.2 Vision.....	21
3.3 Mission.....	21
3.4 Values.....	22
3.5 Strategic objectives.....	22
3.6 Strategic Objectives, Result area, Key targets and Strategies.....	22
3.6.1 Strategic objective 1.....	22
3.6.2 Strategic objective 2.....	23
3.6.3 Strategic objective 3.....	24
3.6.5 Strategic objective 4.....	25
3.6.6 Strategic objective 5.....	27
3.6.7 Strategic objective 6.....	29
3.6.8 Strategic objective 7.....	32
3.6.9 Strategic objective 8.....	33
3.6.10 Strategic objective 9.....	34
3.6.11 Strategic objective 10.....	35
3.6.12 Strategic objective 11.....	36
3.6.13 Strategic objective 12.....	37
3.6.14 Strategic objective 13.....	38
3.6.15 Strategic objective 14.....	38
3.6.16 Strategic objective 15.....	39
3.6.17 Strategic objective 16.....	39
CHAPTER FOUR.....	40
IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK.....	40
4.1 Implementation.....	40
4.2 Monitoring.....	40
4.3 Evaluation.....	41
4.4 Review.....	42
4.5 Assumptions and Risks.....	42
REFERENCES.....	46

EXECUTIVE SUMMARY

In fulfilling the Kondoia Town Council's functions as summarized in section 111 of the Local Government (Town Authorities) Act of 1982, the Town requires strategic decision making to trigger sustainable local economic development through strategic plan at Town and village level. Kondoia Town Council Strategic Plan is necessitated by the external and internal changes that have a bearing in efficient operations of the Town. The (2017/2018-2022/2023) strategic plan. Formulation of this (2017/2018-2022/2023) strategic plan was participatory where a wide range of stakeholders from the Town were involved in the process and a systematic decision making with multi stakeholders was done. This was necessary to enhance ownership and acceptability to stakeholders so as to have smooth implementation of the plan.

The key issues which need to be addressed during the next five years are: Increasing the financial capacity and sustainability for implementing all planned activities, Improving working environment including facilities, equipments and other infrastructures to enhance better service delivery, Increasing the number of qualified human resources for undertaking KTC mission activities and Improving staff remuneration, motivation to retain recruited staff and improving accountability to all KTC staff. In addressing these issues it is important to understand the Strengths, Weaknesses, Opportunities and Challenges with the view that KTC uses the existing Strength and Opportunities to address Weaknesses and Challenges facing its people.

However, in promoting sustainable livelihood of its people KTC has developed the Vision, Mission, core values, strategic objectives and strategies which provide a framework in actualization of the (2017/2018-2022/2023) strategic plan. **The Vision:** *The Livelihood of people of Kondoia improved and empowered based on gender equity in terms of planning, implementing and evaluating priorities for sustainable development by the year 2025.* **The Mission** *KTC strives to deliver high quality services in terms of social, economical and political aspects to the community of Kondoia by empowering it to plan, implement and evaluate priorities using the available resources with respect to the principles of good governance for sustainable development by the year 2025.* **The Values:** The operationalisation of the Kondoia Town council mission is guided by seven major principles that constitute what the Town values most. These values are summarized as: Efficient, diligent, discipline and honesty. Abide to the rule of law. Fair, open, truthful, and honest. To deliver services to the community without any stigma to people living with HIV/AIDS.

With respect to implementation, Monitoring, Evaluation and review framework; The Town Director (TD), who is the Chief Officer of the Council, shall be responsible and accountable for the implementation of the KTC 2017/2018-2022/2023 strategic Plan. The TD, with the support of the Council Management team, shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

STATEMENT OF THE COUNCIL CHAIRPERSON:

To bring about the desired or intended results and change of life for Kondoia population, the first step for an organization to do is to define its direction and make decisions on allocating its resources to pursue the desired future. This is what Kondoia Town Council has decided to do.

With respect to the national policies and guidelines, the preparation of this Council Strategic Plan has been a participatory process. Through the various stakeholders and representatives, it is my hope that the ideas and contributions of entire community of Kondoia Town have accommodated in this process.

That being my conviction, I hereby extend my appreciations and much thanks to all those stakeholders who have been involved. Community members, Ward Development Committees, Councilors, Council staff, Regional Secretariat and development partners are few of the stakeholders I would like to acknowledge for their tireless spirit they showed during the preparation of this document.

It is my sincere hope that every body will fully participate /play his/her party in implementing this strategic Plan.

With these remarks, I kindly recommend the Council's Strategic Plan 2017/2018-2022/2023.

.....
(Hamza Mafita)
TOWN COUNCIL
KONDOA

STATEMENT BY THE COUNCIL DIRECTOR

The Newly formulated 5 year Strategic Plan has taken into consideration the successes and draw backs that have been experienced during the implementation of previous 1 year Annual Budget .It also embedded in it the strategies to implement National Policies and commitments – such as MKUKUTA, Tanzania Vision 2025, Election Manifesto 2010, and other Sectoral policies.

The review done in the previous Strategic Plan indicated that the Town performance in pro poor sectors of Agriculture & Livestock, Education, Health, Water, Roads have been fairly good. However, the smooth implementation of the previous Strategic Plan had been constrained by obstacles/limitations such as Economic crises which lead to the rise of the price of petroleum and

industrial products, low supervision especially in ward level, unavailability of quality contactors/consultants, and insufficient service delivery in some sectors and low income generation at community level. In addressing these challenges/obstacles, the Council has among other things introduced incentive scheme (motivation policy), a client service charter and income generating activities

The five year Strategic Plan puts more efforts and emphasis on improving productivity of food and cash crops through Kilimo Kwanza and fighting poverty through improvement of service delivery in other pro poor sector of Education, Health, Water and Works. HIV/AIDS, Anti-corruption, Good governance, Environmental protection /conservation and disaster management are other key issues to be emphasized.

Nevertheless, the Implementation of five year Strategic Plan again will require the involvement of various stakeholders namely the Community, Development partners, Council Management Team (staff), Councilors (esp. Finance, Administration and Planning committee), RS, PO-RALG and the Treasury.

Finally, I must say a word of appreciation and thanks to all Town council staff and other stakeholders at different levels for their tireless spirit they have showed during the preparation of this final product of Town Five year Strategic Plan for the period 2017-2021.

Thanks,

.....
(Khalifa Kondo)
COUNCIL EXECUTIVE DIRECTOR
KONDOA

CHAPTER ONE

BACKGROUND INFORMATION AND THE STRATEGIC PLAN PROCESS

1.1 Introduction

Kondoa Town is one of the eight Town Council comprising Dodoma Region. It was established with effect from 2015 with a certificate of establishment under the terms of the provisions of sections 8 & 9 of the Local Government (Town Authorities) Act 8, 1982. Kondoa Town Council under SNV support initiated steps similar to Medium Term frame work which were aimed at improving the councils' performance and budget under the strategic Plant. The amendment of this plan has followed the Council restructuring manual which has 17 steps. The reform process includes restructuring of the LAS which is guided by the restructuring manual, which has 17 steps as a route-map for the restructuring of Local Government Authorities (LGAs). Prior to the formulation of this strategic plan, the council had completed steps 1 to 7. The preparation of this document therefore drew from the outputs of steps 4, 5, and 6 where the council had analyzed the data collected relating service delivery situation in the council, the stakeholders 'workshop and affirming the outcome of that workshop.

1.2 Location of Kondoa Town Council

Kondoa Town has an area of 916.13 sq .km it is located in the northern part of Dodoma region some 160 km from the capital town Dodoma. It lies between latitude 4 12' to 53 85' south and longitude 35 6' to 36 2' east. In the north, the Town borders with Kondoa in the east and west, Singida Town in the west.

1.3 Population and ethnic groups

Kondoa Town Council has a total population of 64,216 people, whereby 31,745 are males and 32,471 are females (Projected from the 2012 population and households Census: i.e 59,022 people). The average population growth rate is 1.7% per annum; the Town has a total of 12,843 households with average of 5 – 6 people.

1.4 Ethnic groups

The Town is mainly inhabited by Bantu speaking people who form about 80% of the Town population. These include 'warangi', 'wagogo', 'wazigua' and 'wanguu'. Other ethnic groups found in the Town are 'wasandawe', 'waburunge', 'wafyomi', 'alagwa', 'wabarbaig', 'wamasai' and 'goroa'. The ethnic groups have some characteristics differences in economic activities; some depend on animal husbandry while others primarily depend on agriculture. Areas of similar agro-ecological characteristics often exploit similar options for survival. The groups have similar development level and face similar problems in development with some small variations.

1.5 Economic activities

The economy of the Town depends on agriculture and animal husbandry that are locally practiced in rural areas at subsistence level. This counts to about 95% of the Town income and the remaining 5% is from other sectors like small scale industries, mining and bee keeping. The

average farm size varies from 3 hectares in intensified agricultural areas to 6 hectares in lowlands. The main food crops are maize, cassava, beans, bulrush, millet and sorghum. Major cash crops are maize, groundnuts, sunflower, sesame and pigeon peas.

1. 6 Administrative set-up

Kondoa Town has been upgraded to a Township Council which was officially established in July, 2015 and has a freedom of deciding and implementing all development activities.

Table 1: Administrative Units of Kondoa Town

Division	No. of wards	No of villages/Streets
Kondoa mjini	6	32
Kolo	2	4

Table 2: Administrative Units of Kondoa Town council

S/NO.	DIVISIONS	NUMBER OF WARDS	NUMBER OF VILLAGES
1.	Kondoa mjini	6	32
2.	Kolo	2	4
Total		8	36

1. 7 Area and physical characteristics

Vegetation

The Town is characterised by bushland with isolated bush grasslands. In the dry season the bushland are usually devoid of grass. The total area of the forest in the Town is 55,303 ha. Central Government forest has an area of 10,790.3 ha while the Town council forest has an area of 934.8 ha. Natural forest has an area of 484 ha. While primary school's and other institution's forest have an area of 106.5 ha. HADO has an area of 27,632 ha. of forest. About 70% of the total area of the Town has potential for agriculture. Main crops grown are maize, finger millet, millet and sunflowers.

1.8 Justification for the Strategic Plan (2012/2013 – 2016/17)

The Kondoa Town Council Strategic Plan (2017/2018-2022/2023) supersedes the (2006/2007 - 2008/2009) Strategic Plan whose tenure has come to an end in 2011. Besides expiry of its validity, hence lack of legal mandate, a review of the Kondoa Town Council Strategic Plan is necessitated by the external and internal changes that have a bearing in efficient operations of the Town.

The 2017/2018-2022/2023 strategic plan therefore is prepared for enhancing the Town Council ability to respond and effectively carry out its core functions and more respond to external and internal challenges. A Plan is also expected to efficiently optimize the use of the increasingly limited and competitive resources while seizing the emerging development opportunities concomitant to growth vision of the Town.

1.9 Formulation Process

Reviewing a Strategic Plan for a vibrant council like Kondo Town Council requires a consortium of the council's knowledgeable individuals under the backstopping of a resource person. A Task Force comprising of all Heads of Departments and units was therefore formed by the Council's Coordinating Office in order to serve as a think tank but also provide an important link with the rest of the Council Community. The task force reviewed the implementation of the previous strategic plan so as to come up with the achievements and impediments of its implementation. This activity therefore formed one of the key inputs to the revised Rolling Strategic Plan.

Parallel to this activity, the process included consultations with several stakeholders including staff and other council community using a checklist designed by the Task Force. This availed them with an opportunity to freely contribute some ideas on the Plan and help the Task Force to establish the issues of major or common concern, priority and therefore constitute a focus for the Kondo Town Council Rolling Strategic Plan (2017/2018 – 2022/2023).

Two workshops (Internal and external) were organized to discuss and deliberate on the draft document with the aim of improving and fine-tuning it. After the consultative workshops, comments were incorporated and a final draft of the strategic plan was produced and submitted to the relevant organs of the council for approval.

1.10 Structure of the Strategic Plan

The Plan is organized in four Chapters. The first Chapter introduces the Plan by giving insights on the location of the KTC, its area and population, administrative units, climatic condition, agro-ecological zones, social cultural systems. Thereafter, the rationale for the KTC Rolling Strategic Plan (2017/2018 – 2022/2023) and formulation process are described. The second Chapter analyses the external and internal environment of the KTC, highlights the major achievements and impediments faced by KTC during the implementation of the First Three Years Strategic Plan, and summarizes the strengths, weaknesses, opportunities and challenges surrounding KTC that the Second Five Years Strategic Plan ought to take into account. Chapter three presents the vision, mission, KTC values, strategic objectives and strategies for each objective. Chapter four provides a framework for monitoring, Plan implementation, Plan evaluation, review and major assumptions and risks.

CHAPTER TWO

ANALYSIS OF EXTERNAL AND INTERNAL ENVIRONMENT

2.1 Overview

This chapter presents the features of existing external and internal environment which have a bearing to the operations of the Kondo Town Council. The analysis of external environment covers overviews of international initiatives and national policies and strategies that have a bearing on operations of Council while the analysis of internal environment dwells on analysis of the current situation including achievements that have been made by the Council during the implementation of

the First Three Years Strategic Plan as well as constraints faced during the implementation of that Plan. The chapter winds up with a summary of strengths, weaknesses, opportunities and challenges based on the analysis of the external and internal environments.

2.2 External Environment

The general external environment of the Council goes beyond the nation's boundary to include the international environment. It is therefore important to review the external environment in order to understand the contextual setting envisaged in formulating strategic objectives for council development for the next Five years. This will enable the Council to be responsive to the relevant and changing environment as well as the emanating complex and dynamic problems and challenges.

2.2.1 The Millennium Development Goals (MDGs)

The SDGs are global – level commitments on sustainable human development. The goals are very relevant to the core mission of the Council largely because they focus on extreme poverty eradication, universal education, environmental sustainability, improvement of maternal health, combat HIV/AIDS, malaria and other diseases, improvement of access to clean and safe water and promotion of gender equality and women empowerment. Therefore MDC strategic plan shall serve as one of the national vehicles to realizing the Goals as it also deserves the global and national support in that endeavour.

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

Tanzania envisions that by 2025 it will have attained a remarkable development from a least developed to a middle income country in the areas of peace, stability and unity; good governance, well-educated society and a competitive economy capable of producing sustainable growth. This necessitated the government to launch a National Strategy for Growth and Reduction of Poverty II (NSGRP II) to expedite the process of attaining the national development vision. KTC as a one of the councils responsible for service delivery in the country could serve as one of the government vehicles in attaining the goal of vision 2015 and thus reduce the poverty level among Tanzanians.

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

The major goal of Second Five Years Development Plan is to unleash the country's resources potentials in order to fast track the provision of basic conditions for broad-based and pro-poor growth. The main objectives of Second Five Years Development Plan are to improve the physical infrastructural networks and human capital in order to hasten investment for transformation of the country's production and trade supply structures (agriculture, manufacturing and services), and foster Tanzania's competitiveness. However, the target average GDP growth rate for FYDP period is 8 percent per annum (equivalent to a 5 percent per capita growth target) building up from 7 percent for 2010 and thereafter consistently maintaining growth rate of at least 10 percent per annum from 2016 until 2025. With respect to FYDP goals KTC has the role to play in realization of these goals in unleashing Tanzania's latent potentials.

2.2.4 National Strategy for Growth and Reduction of Poverty II (NSGRP II)

The second National Strategy for Growth and Reduction of Poverty (NSGRP II) or MKUKUTA II) is a continuation of the government and National commitments to accelerate economic growth and fighting Poverty. It is thus an organizing framework to rally national efforts for next 5 years (2010/11 – 2014/15) in accelerating poverty- reducing growth by pursuing pro-poor intervention and addressing implementation bottlenecks. The strategy emphasizes on ten key issues: Focused and sharper prioritization of interventions - projects and programmes - in key priority growth and poverty reduction sectors strengthening evidence-based planning and resource allocation in the same priority interventions, aligning strategic plans of Ministries, Departments and Agencies (MDAs) and LGAs to this strategy, strengthening government's and national implementation capacity, scaling up the role and participation of the private sector in priority areas of growth and poverty reduction, improving human resources capacity, in terms of skills, knowledge, and efficient deployment, fostering changes in mind-set toward hard work, patriotism, and self-reliance; mainstreaming cross cutting issues in MDAs and LGAs processes, strengthening the monitoring and reporting systems; and better implementation of core reforms, including paying strong attention to further improvement of public financial management systems. All of these are in consonance with the core functions of the KTC in offering public services.

2.2.5 Gender Aspects

The Tanzania society, like others is faced with the problem of gender inequalities and mainstreaming. There is a remarkable national and international concern on the need to actively address gender-based inequalities and its mainstreaming. There is no doubt that gender aspects in the country involve complex socio-cultural factors and hence quite challenging as require long-term interventions at various levels. KTC shall embark on contributing towards alleviating inequalities based on gender and thus promote sensitization of gender aspects.

2.2.6 Local Government Reform Programme

The Government of Tanzania is currently implementing the second phase of Local Government Reform Programme (LGRP II) amidst both progressive and gendered policies and strategies aimed at attaining gender equity, democracy and sustainable development. The overall goal of LGRP II is to achieve accelerated and equitable socio-economic development, public service delivery and poverty reduction across the country. In relation to the overall goal, the overall programme purpose of LGRP II is to achieve devolution of Government roles and functions, and to that end transform LGAs to competent strategic leaders and coordinators of socio-economic development, accountable and transparent service delivery and poverty reduction interventions in their areas of jurisdiction.

However, local governance is facing a number of development bottlenecks in reference to the implementation of the D-by-D policy. Some of the bottlenecks include lack of strategic leadership, inadequate involvement of the public, civil society and private sector, lack of capacity and gender awareness/gender mainstreaming and sensitivity among councilors and senior managers, lack of career and staff development plans in most LGAs and there are poor relations between councilors and council staff. KTC as implementing institution shall ensure that the goal and purpose of LGRP II is realized through enhanced service delivery.

2.2.7 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

The ASDS provides a comprehensive strategy and framework for the implementation of the sector policies. The strategy defines the means for achieving the central objectives of the national agriculture and livestock policies. It is designed to create an enabling and favourable environment for improving productivity and profitability of the agriculture sector, which is expected to increase farm incomes in order to reduce rural poverty and ensure household food security. In addition in June 2009, the Tanzania National Business Council under its chairman President J.M. Kikwete organized a two days meeting to discuss the policies and strategies for transformation of Tanzania's agriculture under the theme KILIMO KWANZA. The following were the resolution: To embark on KILIMO KWANZA as Tanzania's Green Revolution to transform its agriculture into a modern and commercial sector; to integrate KILIMO KWANZA into the Government machinery to ensure its successful implementation; to mobilize the private sector to substantially increase its investment and shoulder its rightful role in the implementation of KILIMO KWANZA and declared that the implementation of KILIMO KWANZA will comprise the following ten actionable pillars:

- i. Political will to push our agricultural transformation.
- ii. Enhanced financing for agriculture.
- iii. Institutional reorganization and management of agriculture.
- iv. Paradigm shift to strategic agricultural production.
- v. Land availability for agriculture.
- vi. Incentives to stimulate investments in agriculture.
- vii. Industrialization for agricultural transformation.
- viii. Science, technology and human resources to support agricultural transformation.
- ix. Infrastructure Development to support agricultural transformation.
- x. Mobilization of Tanzanians to support and participate in the implementation of KILIMO KWANZA

Since KTC is one of the Government machineries for implementation of national policies, strategies and priorities, it will ensure that agriculture in the Town is transformed in accordance with the ten KILIMO KWANZA actionable pillars.

2.2.8 Cooperatives Development Policy

This policy emphasizes on first transformation of farming from subsistence to commercial enterprises for the majority of producers, secondly assisting farmers to undertake critical problem analysis and assessment to understand the available alternative opportunities, production costs and market trends so that they can allocate their resources more efficiently and put emphasis on processing, value adding, and improvement of quality of products. Therefore, the cooperatives development policy provides some of the key challenges and opportunities for future development in this sector. In particular, the policy narrates the roles and responsibilities of the Government and other stakeholders in the promotion of autonomous competitive and member based cooperatives under the free market economy.

2.3 Internal Environment

2.3.1 Planning Statistics and Monitoring

For efficient and effective functioning of KTC proper planning system is inevitable. Planning, Statistics and Monitoring Department is the think tank of the Council. Planning, Statistics and Monitoring Department was formed for the aim of coordinating all planning activities in the council so as to bring rapid economic and social development to the rural poor. It has therefore been the crucial duties of coordinating, monitoring, reviewing and evaluating various development projects in the council; coordinate development plans, Data collection and statistical analysis, planning, implementation, monitoring and evaluation of various Town's economic venture. Planning, Statistics and Monitoring Department is made up of two Units/Sections which include: Planning, Monitoring and Statistics Unit. The Department has seven (2) working staffs where both are economists.

However, the department is coupled with a wide coverage constrains which impede the performance of the department, these include: Insufficient government budget required for implementing development projects, Untimely disbursement of fund from central Government and Donors/Development partners; Lack of reliable Monitoring and Evaluation mechanism, Lack of sufficient and reliable data – Data bank, Insufficient working staffs, Shortage of working tools such as computers (laptops) and transport vehicles/facilities, Inadequate modern planning techniques, Low community contribution towards development projects, Lack of Village facilitation teams, Lack of community awareness towards the importance of data, Insufficient attendance of staffs in various seminars, workshop, short and long courses and Lack of M & E knowledge to the community. There is a need of improving working environment so as to attain the desired results.

2.3.2 Human resource and Administration

Proper implementation of any organization requires availability of adequate and qualified personnel. These will enable effective and efficiency implementation of planned activities and hence realization of the set objectives and mission and vision at large. Department is responsible to Coordinate staff recruitment, Selections, Placement, Confirmation, Promotions and Transfers, Administer salaries and process payrolls, The council has inadequate number of qualified staff in most of its departments and sections, there is no staff motivation policy and lack of staff motivation policy. These retards work performance. There is a need of recruiting staff to fill the vacancies as well as upgrading the skills of the existing staff to attain the required qualifications in order to foster implementation of the core mission of the council.

2.3.3 Community Development, Social welfare and Youth

The Community Development, Social Welfare and Youth department has a role of enabling communities to develop themselves by mobilizing their efforts into the Self Help Projects for the purpose of eradicating poverty and building the self governing nation. By using available resources the community problems will be unearthed through capacity building. The department has the responsibility of collecting information/data useful to the council, sensitization, use of improved technology, building a self help among community members, provision of credit to women and youth economic groups, conducting small entrepreneurship training, village level planning, lobbying

and advocacy to vulnerable groups (disabled, most vulnerable children, People living with HIV/AIDS and elders) and ensure equal distribution of resources to both men and women (gender issues).

The department functions through its six main sections of Planning, Research and Statistics and National Programmes (TASAF, CSPD, AMSDP, RFSP, Environment, Water), Gender Women and Children, Community Trainings/Enhancement of Rural and Urban Building Brigades, Social Welfare, HIV/AIDS and Community Development at Ward Level. However, currently the community functions constrained with limited number of Community development staff such that the existing manpower are overloaded with the existing Town's responsibilities. The department has only 20 employees of whom 13 are males and 7 are females. Out of that 12 are centered at the Town Headquarter and 8 are at the ward level, a total of 41 Wards have no Community Development Officers. In addition inadequate working facilities (transport), limited fund, Low women participation in planning process and Low pace of community contribution in development projects impair performance of the department and the council at large. There is need of addressing these issues so as to foster community development in the Town.

2.3.4 Health

The management and control of health service delivery is under the consent of Kondo Town Council in department of health. The Council has 11 health facilities of which 4 are dispensaries being owned by the Government and 1 by Faith Based Organizations, 5 Private dispensaries and 1 hospital. The current status indicates that 18.8% of Health facilities are in good physical state of repair, 43.5% require minor rehabilitation and 32.9% need major rehabilitation. About 57.9% of the Town population is served by health facilities within 5 Km walking distances.

Malaria is one of the leading causes of morbidity and mortality in Kondo Town. It accounts for 4% of all deaths in the Town. The high prevalence of malaria is contributed by low use of protective strategies like ITNs and environmental sanitation due to low awareness.

Department has 62 health staff of different cadres while the requirement is 159 and this shows that there is a deficit of about 61%, therefore there is a high shortage of skilled staff where by most of dispensaries are supervised by medical attendant. The total population 519, in which the crude birth rate is 1.7% ,women of bearing age 14-49 is 11,792 and under five 5,148 Services provided include: Referral system from lower level to higher level in order to have quality services, Treatment and care, Health Education and health promotion, outreach services, counseling and testing. The department has functional Health Service boards in all health facilities. Primary health problems / Top ten diseases are: Malaria, ARI, Diarrhoea diseases, Eye infection, HIV/AIDS, Intestinal worms, Skin Infection, Anaemia, Ear Infection and Pneumonia. In spite all those problems the department has put more effort in order to provide quality health services to the people of Kondo.

However, the health department is facing several limitations which prevent realization of planned objectives. These problems include inadequate skilled health workers where the current deficit is 60%. Another problem is shortage of essential medical equipments, supplies and drugs where the current availability is only 52% of the total requirement. Inadequate Managerial skills of health

workers at all levels hinder service delivery. There is a need of addressing these limitations in order to improve work performance

2.3.5 Agriculture, irrigation and cooperative

2.3.5.1 Agriculture

Agriculture is the main activity carried out in the Town, the proportion of suitable land for crop production in the Town is about 66% of total arable land. About the total area of Town i.e. 299,783 hectares are suitable for agricultural production and about 398,637 hectares are used for crop production. The Town has the potential and possibilities for agricultural expansion since the acreage utilized for crop production is around 30 % of the arable land. This implies that more land could still be brought under crop cultivation. About 95% of Kondoa People are farmers and livestock keepers, their farm size range from 5 to 10 acres average per household. Main food crops are maize, pearl millet, sorghum, beans and other food crops are cassava and sweet potatoes while cash crops are sunflower, sim-sim, groundnuts, pigeon peas, finger millets and currently the Town is struggling to develop cashew nuts as a perennial cash crop. Feasibility studies have been carried out for some of the potential schemes to be improved in coming seasons. The department is constrained with: Continuing use of inappropriate/poor agricultural techniques, insufficient extension workers, unavailability of improved inputs and high cost of the inputs, Presence of pests and diseases during pre and post harvesting periods, lack of agricultural and marketing cooperative societies and unreliable market.

2.3.5.2 Livestock

Livestock keeping is another main activity in the Town, the livestock keepers own about 5 to 100 heads average per household. The Town has about 418,000 Cattle, improved breed cattle 394, goat 276,853, improved goat 850, Sheep 130,000, donkey 19,400, pigs 2000, dogs 4,000, cat 2000, and rabbit 81,000, turkey. Most of livestock keepers are using free range grazing system and indigenous breed is highly used which its production is low and with low quality. Few farmers practice zero grazing system especially to those areas where the Heifer Project International "HPI" has introduced the scheme locally known as 'Kopa Ng'ombe Lipa Ng'ombe'. Villages which are under HPI project are: Kondoa town, Bolisa and Kikore. The Town started to facilitate farmers to improve the local breed by using Artificial Insemination programme (AI). The major functions of livestock unit are to: improve livestock quality, rehabilitate livestock infrastructures, Prevent environmental degradation caused by livestock, improve living standards of livestock keepers and their life-styles and provide extension services and education. This sub sector is affected by insufficient extension officers at ward level and unreliable market for livestock products.

2.3.5.3 Cooperative

Co-operative Sector is among of important agriculture sub sector for the development of the Town. Throughout history of Kondoa Town Council, Co-operatives has been an indispensable factor in the economic and social development of the council. Cooperative department has and will continue to promote to the fullest possible degree, participation of cooperators in the economic development process of the Town. Kondoa Town council has 39 Cooperative societies; 31 SACCOS, 6 bee keeping societies and 2 Joint Enterprises. The Town Cooperative Section cover all aspects of Cooperative societies development such as; mobilization, registration, governance, supervision

and inspection. The section plays the role of Inspection of the Co-operative societies, mobilizing mass/societies to establish cooperative societies, provide advice on how to run the cooperative societies, capacity building members, board members, management and Book keepers of the Cooperative societies, facilitate audit and inspection for Cooperative Societies and collects proper information related to marketing in the Region.

However, the section faces many challenges which need critical attention. Some of these include supporting establishment and running viable cooperative financial institutions, leadership and management of cooperative societies, Untimely and insufficient funding, lack of reliable source of income, insufficient fund from the Town own source and Central Government. Inadequate staff and working facilities also impair operations of the section.

2.3.6 Lands and Natural Resources

2.3.6.1 Lands

Land is a basic resource and platform of life which all living organism depend for their survival. It is a fundamental factor of production for human development. All development (social, economic, political, environmental and administrative) activities must use land to flourish and function. It is on, in and under land that various natural resources such as water, vegetation , soil, wildlife, minerals and man made infrastructure such as shelter, transport and communication net work are developed to facilitate human life. In Kondoia land is the only resource which every person in urban or rural can use and occupied to produce various products for their daily livelihood.

Land sector is responsible for facilitating creation and availability of conducive environment on land for other sector's activities to function by ensuring creation and availability of safe and adequate land space. In KTC Lands sector is dealing with the planning, surveying, valuation, preparation of renewal and regularization schemes, allocation of plots and issuance of certificate of rights of occupancies for various land uses on the earth's surface so as to ensure safe and adequate spaces for social, economic and environmental activities as well as security of land tenure and resolution of land conflicts. The existing land sector is divided into 4 units: Urban and rural planning, Land surveying and mapping, Land valuation and Land management. However, currently land department has only 13 staff. 7 staff specialized on Land surveying and mapping, 5 specialised on Land management, 1 specialised on Urban and rural planning while there is no staff in Land valuation unit. Operation of land activities are constrained by: Inadequate fund, Shortage of staff and reluctance of people for cost sharing on land activities.

2.3.6.2 Natural Resources

Natural resources have significant roles to play in improving wellbeing of the community. Kondoia Town has various natural resources which include wildlife, forest, mine, water, etc .these natural resources contribute in changing lives of the people in terms of building material, energy and generation of income for eradication of poverty. Due to their significance to the society, the unit is responsible to make sure that natural resources are managed and utilized in sustainable manner and for the benefit of the whole community. The sector also plays the role of generating income for Kondoia Town Council by collecting natural resource royalties. Currently, the sector has two hunting blocks namely Swagaswaga Game reserve. For the efficient and effective service delivery

the unit is divided into three sections: Forest Management, Wildlife Conservation and Beekeeping. However, there are 1 staff operating in this unit. The unit is constrained by numeral issues which include: Inadequate Funds to facilitate community based forest management, Lack of Town integrated plan and Bureaucratic procedures for approval of management plans

2.3.7 Water

Water supply in the Town is based on National water policy of 1991 with its amendments in 2002; which insist on supplying clean, safe and potable water within 400m walking distance and within acceptable standards with emphasis on community participation, private sector participation, and integrating water supply with sanitation and Hygiene education. In its motto of water for all, Kondo Town Council has managed to supply water over 25 villages out of the 36 registered villages and streets. Still the average service level is only 32% against the preferred service level of over 65% in villages and about 65% in Kondo Town. However, water availability and accessibility depends on hand pumps 12 in 12 villages, gravity water schemes 11 in 11 streets.

The implementation of new water policy (2002) has created a sense of ownership and insures sustainability by instructing the formation of water user entities and village water committees to run water projects this has raised the coverage to over 65% in Kondo town and about 34% in villages. It is anticipated that this will be raised above 45% after completion of 5 drilled bore holes in the entire Town. For the sack of this strategic plan the department expects to raise water coverage from the 34% (existing) to above 70% and reduce walking distance to fetch water to about within 400m. Water department has only 17 staff leaving far behind the requirement of 15 staffs. The department is facing inadequate number of qualified staff and shortage of fund to operationalise various planed activities.

2.3.8 Finance and Trade

2.3.8.1 Finance

The department of finance is responsible for collection of council revenue for both Own source and Government Grant, payments of all Town Council to the different payees, safe guards of all Council property including fixed assets. It is the one which makes sure that the Revenue and payments goes as per approved budget that means the finance and trade sector take control of the council budget and leading in preparation of Budget (Council budget) The Finance Department (sector) has 4 Section that is: Revenue section, Expenditure section, Salaries Section, Pre Audit Section 4 Final Accounts Section. All these sections are headed by Town Treasury (TT) and each Section have Head of section who reports to Town Treasury for any matters regarding the Finance issues. Generally Finance unit has 18 Working Staffs However, inadequate qualified staff and working facilities hampers the better service delivery of the unit.

2.3.8.2 Trade

Trade is one of the sections in Finance and Trade department. Trade section is concerning with promotion and strengthening private sectors by improving efficiency and effectiveness of entrepreneurs, small scale industries, traders, local markets, business registration, issuances of business licenses and inspection of license premises, weights and measures and quality of different products. Trade is not an end in itself but a means for achieving higher welfare to society,

than would be possible without trade. The function of the trade sector is to integrate the economy into the global economy through trade. Trade development strategies respond proactively to the emerging opportunities and challenges and address divergences between supply capacity and the demands of a converging global market. Trade section has 15 staff who are responsible on day to day activities. The unit is challenged by lack of entrepreneurship education and bookkeeping to small traders, Lack of transport facilities and Lack of market information system.

2.3.9 Procurement Management

Procurement Management Unit is among of Units within Kondo Town Council formed as required by the Procurement Act. 2004 and its regulation 2005. the unit is concerned with: Manage all procurement and disposal by tender, Support the functioning of the Tender Board; Implement the decisions of the Tender Board; Liaise directly with the Authority on matters within its Jurisdiction; Act as a secretariat to the Tender Board; Plan the procurement and disposal by tender activities of the procuring entity; Recommend procurement and disposal by tender Procedures; Check and prepare statements of requirements, Prepare tendering documents; Prepare advertisements of tender opportunities; Prepare contract documents; Issue approved contract documents; Maintain and archive records of the procurement and Disposal process.

The Unit is staffed with 6 qualified personnel in different levels. Since this is a cross cut Unit, It is working with all council departments pertaining to the procurement Issues. Therefore the allocation of Duties has been in departmental wise to every staff. The operation of day to day duties is affected by various problems which are: The Unit Lack adequate means of transport for its day to day activities, Lack of enough office equipment especially heavy duty photocopy machine, scanners and landline telephone, Lack of in house training opportunities which may enhance proper coordination between the Unit and User Departments so as to create awareness of procurement issues, Office space not sufficient, Lack of proper procurement record management, Lack of supporting staff, The staffs lack knowledge of epicor computer system which eventually may replace manual preparation of procurement documents, The Unit lack proper reporting system to the public Procurement Regulatory Authority as required by the Procurement Act 2004, The staffs lack professionalism requirement which entails every Procurement profession to attend at least two seminars conducted by the Procurement and Supplies Professional and Technician (TSPT).

2.3.10 Legal

Legal unit is a Cross-Cutting unit established under The Local Government (Town Authorities) Act, 1982 (R.E 2002) dealing with Contract Drafting, By-Laws Drafting, Providing to the Council legal advises in various legal issues to the user departments, Legal Representation to all cases against the Council before the Court of Laws, Solving disputes and Complaints presented before the Council, Giving legal advice to employees and dealing with all legal issues presented before the Unit. Despite of the functions mention hereinabove, the Legal Unit is not Independent Unit as it does not receive grants from the Central Government and its Operational costs depends from the department of Administration hence making its strategies unimplemented due to limited of funds.

2.3.11 Secondary education

Secondary education refers to the post primary formal education offered to persons who will have successfully completed seven years of primary education and have met requisite entry requirements. The rationale of secondary education include: To consolidate and broaden the scope of baseline ideas, knowledge, skills and principles acquired and developed at primary education level. To enhance further development and appreciation of national unity, identity, and ethic, personal integrity, respect for and readiness to work, human rights, cultural and moral values, customs, traditions and civic responsibilities and obligations. To promote the development of competency in linguistic ability and effective use of communication skills in Kiswahili and at least one foreign language. To provide opportunities for acquisition of knowledge, skills, attitudes, and understanding in prescribed or selected field of study. And to Prepare students for tertiary and higher education, vocational, technical and professional training.

The Town had 12 secondary schools. 9 of them are owned by the government and 3 of them are non government secondary schools. Currently the number of students in total is 13,428 in which 11,961 students are in government secondary schools and 1,467 are in private-government secondary schools. The number of teaching staff in government secondary schools is 436; non-teaching staff is 20; and education officered at the Town office are two, namely the Town secondary Education Officer and the Town Secondary Education Academic Officer.

Secondary education in Kondoia Town is facing variety of problems that hamper it to realize the obligation entrusted to it by the society. These problems include the poor teaching and learning environment made by shortages of 489 teachers' houses; 173 classrooms; 593 pits of latrines; 59 libraries; 148 laboratories; and other basic infrastructure (Sept 2011, SEDP Report). Other problems are poor quality of education provision due to insufficient and incompetence of teachers; as well as poor management in schools. The following is a table to show the details of shortages explained above.

2.3.12 Primary education

Kondoia Town has 26 pre-primary schools with a total number of 16,682 children (8,370 boys and 8,312 girls). Out of 227 pre primary schools 222 are government schools and 5 private primary schools. Likewise the Town has 2 Post Primary Schools and 222 primary schools with a total number of 106024 pupils (52,077 boys and 53,947 girls). The teachers' effectiveness depends much on their qualification. Kondoia Town has 2030 teachers of whom 27 are Diploma holders, 6 graduate and 1825 are Grade IIIA. In order to improve teachers' effectiveness the Town also provides in services training especially through TRCs and IIIB/C-O up grading programme under MoEVT/TTCs. There is a shortage of 326 teachers in the Town. However, Primary education in Kondoia Town is facing variety of problems. These problems include the poor teaching and learning environment made by shortages of teachers' houses, insufficient classrooms, latrines, libraries and other basic infrastructure.

2.3.13 Works and fire rescue

The works and fire rescue department is responsible for the development and maintenance of Town roads and feeder roads, construction and rehabilitation of council buildings and maintenance of council vehicles. In civil and construction works, the sector is largely involved in preparation of bid documents for contractors and supervision of civil works mainly working with the community in maintenance of feeder roads. The department is composed of two sections of road and building. Currently the department has a total of 1 staffs working in building and road sections. The third section Fire and Rescue is proposed to be officially established soon after reforming of new section. However currently there is no staff in fire rescue section. However the department is facing various impediments including inadequate resources in terms of human, financial and physical. In addition emergency funds need to be set aside to cater for floods and other calamities which affect road networks. There is a problem of limited staff in this department for example; there is a requirement of 4 staff to meet the operation of both works and fire rescue while the existing number of 4 staff can not afford efficient service delivery.

2.3.14 General election

Election unit is responsible for facilitating elections in various levels to enable conducive working environment to other sectors in providing services to community. Election is a fundamental issue to all development activities under taken and implemented in various department, sectors and units. All development (social, economic, environmental and administrative) activities must have support from various policies where by the elected leaders from various political parties for a decision unit (Parliament, village councils, Town councilors') whereby all policies and development plan budget are passed for implementation. The department is facing various constraints: Low awareness of people on election Acts (Presidential, parliament, and local government) and their respective Regulations), Inadequate funds to facilitate interim election, Inadequate technical equipments/materials like computer, printer, scanner and transport means

2.3.15 Internal Audit

The Local Government Finance Act No. 8 of 1982 requires the accounts of every Town and urban Council to be audited internally by internal auditor employed by the authority concerned. Internal audit is part of the internal control system established by the Council management .Internal audit unit is responsible to assist the Management in identifying and managing risks in the financial and non financial operations of the Council so as to obtain unqualified report. Internal audit also is responsible to assist management to maintain soundness, adequacy and application of internal controls within the Local Government Authority. Currently internal unit have three staff (Head of Department) and other two internal audit staff. In terms of equipment there are 4 computers and 1 Motor vehicle. The department is affected by various problems of: Breakdown of the internal check system, shortage of computers, Delay in handing over of revenue collected to the cashier in the Head Office and Improper data processing.

2.3.16 Information Communication Technology and public relation unit

Rapid development in ICT Worldwide has created new opportunities and challenges in business development and transactions, service delivery and decision making process. Use of ICT is important since it facilitates KTC mission because of its power in facilitating knowledge creation, processing, storage, sharing, dissemination and assimilation. During the past five years of the implementation of its first strategic plan, the KTC has put in place internet services, LAN internet resource (AFSAT communication company) service provider, various software such as LGMD (local government management database) and PlanRep. Despite these achievements, the use of ICT at KTC is constrained with various limitations including inadequate ICT infrastructure and ICT software. To enhance ICT applications, there is a need to improve ICT infrastructure and facilities, build capacity of its usage, establish mechanisms for ensuring proper storage of data and information through the use of server system as well as improving and updating councils' website.

In Kondoa Town Council ICT is a new unit which is expected to be established by July, 2012. The ICT environment at Kondoa is lacking a focused ownership and visionary leadership that takes into account the multi-sectoral nature of ICT itself. The Unit has very small ICT infrastructures which needs large improvement while number of ICT equipments is not sufficient (85%). Initiatives are fragmented, and sometimes duplicated, with loss of synergies and exploitation of economies of scale.

It is therefore imperative that efforts be applied to build oversight and leadership capability to bring cohesiveness to the ICT environment. Such leadership will also help ICT initiatives to be merged with departmental and sectoral priorities, and be in harmony with realities and expectations of stakeholders.

The Unit is also important in resourcing, creating an attractive environment for investors and consumers, identifying areas needing priority funding and support, and obtaining direct resources from either internal or external sources for ICT initiatives. Consequently, leadership requires institutional development for organisations involved in ICT and for political and executive responsibilities to be assigned towards delivering services.

2.4 Implementation of first KTC strategic plan: Overview of major Achievements and impediments

Achievements made during the implementation of the first KTC Strategic Plan are pointed out in previous sections. The following is a summary of the major achievements made during the past three years:

- ✓ Institutionalization of participatory approaches originating from the grass root levels on decision making achieved
- ✓ MVC identification exercise was done in 2006 and 2007 and update is done every 6 months, also Community members have formulated Village Most Vulnerable Committees
- ✓ Population with access to clean and safe water increased from 34% to 45% by the year
- ✓ Community self help projects are planned implemented and supervised by the community
- ✓ Basic service to infected and affected people with HIV/AIDS provided
- ✓ New HIV infections in 188 villages reduced from 7% to 6.5%
- ✓ Mental health education to the target population in 15 institution provided
- ✓ 140 SACCOS members trained in entrepreneurship skills
- ✓ 13 bulls, 14 billy goats, 16 dairy goats, 920 cockrel purchased and distributed.

- ✓ 27 SACCOS established and 14 SACCOS linked to financial institution as CRDB, SELF Project and Pride Tz Ltd
- ✓ Working and living facilities were provided to staff eg Computer, staff houses
- ✓ Employment permits to recruit staffs from different Departments was released by PO-PSM and about 614 staffs have been recruited.
- ✓ Conducive working environment has been improved in different areas. DED's Office has been repaired, Computer and printer was purchased for HR Department, 35 Wards offices and 54 Village offices was supplied with stationeries (reams, carbon paper, staple pins)
- ✓ 188 village/mitaa boundaries surveyed
- ✓ Village, Councilors and Ward Tribunal Members were trained on legal matters.
- ✓ Town By- laws were drafted.
- ✓ AROs in 48 wards were trained on election procedure
- ✓ 1812 Assistants Returning Officers were trained in 48 wards
- ✓ 604 Election Clerks were trained
- ✓ Availability of Data bank and updated data all the time

Despite the above achievements, KTC has been constrained by several factors during the implementation of its first strategic plans. In general, the following are considered to be the major constraints that have been faced by KTC during the implementation of the First Three Years Strategic Plan:

- Inadequate financial resource to implement all planned activities
- Inadequate appropriate working facilities
- Inadequate qualified human resources for undertaking KTC mission activities
- Insufficient data management system
- Resistance of community to change with regard cultural sexual behavior
- Insufficient funds to provide credit to community
- Late submission of auditable documents from finance Department

2.5 Stakeholders analysis

S/N	Name	Status	Major Activities
1.	WV-Tanzania	NGO	-Provides support to the communities on development activities
2.	CMSR	NGO	Supports community initiated projects on Health, water and primary schools
3.	WFP	International organization	-Supports Primary schools by providing and distributing food -Supporting community initiated projects on, Primary schools.
4.	Tanzania Commission for AIDS (TACAIDS)	National Commission	-Dealing with HIV/AIDS Control and Preventions.
5.	Tanzania Social Action Fund	National	-Supporting community Initiated projects

S/N	Name	Status	Major Activities
	(TASAF)	Development Fund working with World Bank	
6.	International Labour Organization (ILO)	International organization.	Child Labour prevention -Identification of MVCs -Formulation of committees child Labour committees -Provision of alternatives skills and training -Support IGPs, Poor families.
7.	World Bank	International Bank	Provides Nation Loans in facilitating -TASAF, PADEP, RWSSP, DADPs, FPM on development activities
8.	CARITAS	Roman Catholic Organization	Facilitating villages an Participatory exercises -Supports community initiated projects -Provides Relief Services to the vulnerable.
9.	FAIDA MALI	NGO	Dealing with promotion of jatropha
10.	Community Development Trust Fund (CDTF)	NGO	A Trust Fund which supports self – help projects.
11.	Small Entrepreneur Loan Facility (SELF)	National Fund	Provides loans to SACCOs, SACCAs.
12.	Heifer Project International (HPI)	International organization.	Promotes the improved Dairy cattle.
13.	BFFS/ IFAD	International organization	Promote development on livestock, land use planning, water, health and environment.
14	Care international	International organization	Promoting livestock development, land use planning and Land rights
15.	Water AID	International NGO	Contributes towards the achievement of MKUKUTA II and MDGs goals in Tanzania in the sectors of Water supply sanitation and Hygiene, promotion
16	Farm inputs -stockiest	Government agency	Supply of agriculture farm inputs
17	AWF	International organization	Promoting Land use planning, Environment conservation, agriculture development and energy
19	TOAM	NGO	Promotions of rozela
20	ICRISAT	NGO	Promotion of Sorghum
21	DONET	NGO	Promoting environmental conservation, poverty alleviation, land use planning and land rights
21	TIB	Government agency	Providing loans
22	WAJIBIKA	NGO	Council Advisory services, Capacity

S/N	Name	Status	Major Activities
			building and enhancement of accountability in areas of Planning, Budgeting, Implementation and reporting
23	TANAPA	Government agency	Promoting environmental conservation, wild life management, infrastructure development, promotion of tree planting and bee keeping
24	HPSS	NGO	Health promotion
25	IRDP	Government institution	Consultancy services, training, research
26	ARIs	Government institution	Research work on pigeon pears, ground nuts, sorghum, sunflowers
27	Africare	International organization	Promoting welfare of MVC
29	HADO	Government agency	Promoting environmental conservation
30	TUNAJALI	NGO	Providing home based care services, Care and Treatment Centre for PLHIV

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

In achieving KTC vision the Town must strive to utilize the existing Strength and Opportunities to eradicate its Weakness and Challenges. However, based on the analysis of the internal and external environment, the following is a summary of strengths, weaknesses, opportunities and challenges that KTC has to address and exploit.

2.6.1 Strengths

- A legal entity established on the basis of the Constitution of the United Republic of Tanzania
- Well defined organization structure with good chain of command and feedback.
- Available competent management team
- Presence of council by laws.
- Partnership is highly recognized by communities and other stakeholders
- Availability means of transport
- Availability of modern information and technology e.g. Computers, E-mail, Fax and telephone communication system
- There is good financial management system.
- Good relationships with the existing stakeholders

- Availability of Trainable technical staff in their respective fields.
- Planning and management procedures, regulations and guidelines are available.
- Framework on participatory Approaches in place and practiced with teams at Town, ward, and village levels.
- Existence of information communication technology.
- Availability of good working infrastructures
- Increase of number of qualified staff
- Increased number of departments/ units
- Increased number of administrative units (Wards, Villages)

2.6.2 Weaknesses

- Unfilled posts of Heads of Department.
- Shortage of qualified staff
- Weak coordination of donors/development partners
- Un-conducive working environment at ward and village level
- Inadequate staff at lower levels
- Ineffective mobilization of fund from different sources.
- Policies and strategies have not been disseminated and understood by stakeholders
- Shortage of working facilities.
- Unsustainable use of available resources
- Inadequate number of women personnel
- Poor enforcements of laws and by- laws
- Inadequate data collection
- Slow adoption of changes in technology
- Existence of corruption
- Poor maintenance of infrastructure.
- High computer illiteracy at lower level.
- Poor governance at lower Levels.
- Ineffective monitoring and evaluation mechanism from the grassroots to the upper Levels
- Weak coordination between sectors, departments, units.
- Insufficient of in service training

2.6.3 Opportunities

- Willingness of Central Government to allocate resources for the Council
- Presence of a Regional Secretariat
- Employment Permits from Civil Service Commission provided.
- Existing of donor/Development Partners willingness to support.
- Availability of national strategies documents and policies
- Existence of planning/budgeting guidelines.
- Existence of PMO RALG
- Availability Sector ministries
- Community willingness to participate in development initiatives.
- Availability of Natural Resources
- Existence of historical archives

- Availability of capital development Grants
- Availability of ample arable land
- Availability reliable transport and communication network.
- Availability reliable water sources
- Availability of game reserves
- Availability of CBOs, NGOs,
- Availability of Financial institutions
- Existence of Development projects and Programmes supporting development initiatives.
- Availability of Secondary schools at ward level
- Good relationship with Central Government
- Availability various sources of revenue
- Availability of man power

2.6.4 Challenges

- Untimely release of funds from the central government and other development partners
- Erratic and unreliable rainfall – long period of draught
- Poor and unreliable market systems for agriculture and livestock products
- Contradicting policies and guidelines of different stakeholders
- Unfavorable condition of loans and grants
- Natural disasters
- HIV/AIDS pandemic and related diseases
- Increasing number of most vulnerable children.
- Lack of entrepreneurial skills
- Corruption
- Selfishness and prestige
- Ignorance
- Environmental degradation
- Presence of vermin/ pests
- High cost of farm implements
- Frequent increases of fuel prices
- Poverty
- Witchcrafts / Sorcery.
- Insufficient and Untimely disbursement of fund from Central government.

CHAPTER THREE

VISION, MISSION, VALUES AND STRATEGIC OBJECTIVES KEY TARGETS AND STRATEGIES

3.1 Introduction

This chapter provides the context and the operational framework within which the KTC Strategic Plan (2012/13 – 2016/17) anchors on. It presents the KTC's vision, mission, values or principles, strategic objectives, targets and strategies. In respect to the strategic planning process, strategic areas have been identified to improve the service delivery of KTC and thus achieve its vision, under each strategic objective, targets and strategies have been developed in order to guide the activities of the Council during the next five years (2012/13-2016/17).

3.2 Vision

The Livelihood of people of Kondoa improved and empowered based on gender equity in terms of planning, implementing and evaluating priorities for sustainable development by the year 2025

3.3 Mission

KTC strives to deliver high quality services in terms of social, economical and political aspects to the community of Kondoa by empowering it to plan, implement and evaluate priorities using the

available resources with respect to the principles of good governance for sustainable development by the year 2025

3.4 Values

The operationalisation of the Kondo Town council mission is guided by seven major principles that constitute what the Town values most. These values are provided hereunder:

- A KTC Councilor or staff shall discharge his/her responsibilities efficiently, diligently with discipline and honesty.
- A KTC Councilor or staff shall avoid personal conflict of interest in Council business, shall exercise self-commitment and shall abide to the rule of law when executing his/her duties.
- A KTC Councilor or staff shall be fair, open, truthful, and honest and shall conduct his/her duties in such a manner that will protect the Council's integrity.
- A KTC Councilor or staff shall participate fully in all Councils activities for the betterment of the Council.
- Sexual relationship among councilors and staff or between councilor and councilor or staff and staff who are not spouses or any person who has direct interest with the council is strictly prohibited.
- A KTC Councilor or staff shall abide to the requirements of his/her respective code of act No. 8 of 1982, section 20A of act No. 10 of 1982 , public service code of conducts and any other legislations which govern public service affairs.
- A KTC Councilor or staff shall deliver their services to the community without any stigma to people living with HIV/AIDS and people with disabilities.

3.5 Strategic objectives

- Capacity building enhanced
- Improved data base system
- Improved health services
- Quantity and quality of agriculture and livestock economic services and food security Improved
- Access to water supply services improved
- Services increased HIV/AIDS infections reduced
- Access to social services improved
- Good Governance and administrative services enhanced
- Human Resources management, administration and good governance enhanced
- Quality and quantity of economic services and infrastructure improved
- Access to and Legal Services Improved.
- Ensured timely delivery of goods and services to the Council and Community
- Quality and quantity of economic services and infrastructure improved.

3.6 Strategic Objectives, Result area, Key targets and Strategies

3.6.1 Strategic objective 1

Capacity building enhanced

3.6.1.1 Planning Statistics and Monitoring

Key targets

- Data collected and analyzed from 203 villages/mitaa by the year 2017
- Institutionalized participatory approaches originating from the grass root levels on decision making by the year 2017
- Participatory planning monitoring and evaluation of sectoral projects in 203 villages/mitaa enhanced for sustainability by the year 2017
- Town plans are timely implemented according to action plans by the year 2017
- Lobbying and advocacy to donors and development partners done by the year 2017
- Council development plan integrated and well-coordinated by 2017

Strategies

- ✓ Train the community on how to collect and preserve various socio-economic data
- ✓ Conduct capacity building to staffs on data collection tools.
- ✓ Identify sources of Data unreliability.
- ✓ Create awareness to the community on the importance of data in sustainable development.
- ✓ Create awareness to the community on the current planning techniques i.e. O & OD Develop mechanisms for rectifying the problem.
- ✓ Conduct O & OD exercise to all 203 villages/mitaa in order to review KTC plan in every year
- ✓ Involve the community in Implementation, monitoring and evaluation of development projects.
- ✓ Establish Village and Ward facilitation teams by June 2014
- ✓ Train the community at all levels on how to conduct M & E exercise for development projects
- ✓ Establish a sound M & E system
- ✓ Mobilize community to increase their contribution (cash or in kind) in development projects.
- ✓ Mobilize funds through proposal/ write ups
- ✓ Establish and execute a sound contract management mechanism
- ✓ Create sustainable social-economic projects
- ✓ Conduct Monitoring and Evaluation of all Development Projects implemented in the Town
- ✓ Conduct Lobbying and advocacy of the strategic plan to donors/development partners
- ✓ Disseminate strategic plan document to various stakeholders.
- ✓ Conduct stakeholders meetings to discuss development programs each year
- ✓ Create communication network with all stakeholders/donors
- ✓ Coordinate all NG'O implementing development programs in the Town

3.6.2 Strategic objective 2

Human Resources management, administration and good governance enhanced

3.6.2.1 Human resource and Administration

Key targets

- Ensured efficient attendance to all statutory meetings at all levels

- Ensured efficient preparation of Personal Emolument Estimates Budget, staff development and conducive working environment for HR offices, 15 Ward offices and 30 Village Offices by June 2017
- Ensured Updated employees records is maintained and managed through Human Capital Management Information System and Integrated Human Resource Management Information System
- Ensured Human Capital Management and Administrative Systems administered, and maintained by June 2017
- 1046 Staffs for all departments recruited by June 2017

Strategies

- ✓ Request the targeted number of staffs to recruited in PE Budget
- ✓ Request employment permit from Permanent Secretary(Establishment)
- ✓ Advertise and select required staffs
- ✓ Frequent Systems update.
- ✓ Statutory meeting time table at all levels to be prepared and submitted to DED
- ✓ Setting aside funds to facilitate statutory meeting at Town level
- ✓ Head of Department to prepare employees requirement for their departments and submit to HR Department
- ✓ Preparing list of employees to be promoted
- ✓ Encouraging staffs to develop themselves
- ✓ Setting aside Tshs 91 million to facilitate day to day activities of Human Resource Department
- ✓ Efficient and effective management and running of Integrated Human Resource Management Information System Human Capital Management Information System.
- ✓ 3Frequent System Update
- ✓ Recruit 2 Internal Auditors
- ✓ Recruit 1 IT Specialist

3.6.3 Strategic objective 3

Access to social services improved, Services increased and HIV/AIDS infections reduced.

3.6.3.1 Community Development, Social welfare and Youth

Key targets

- Lobbying and advocacy on ownership of resources between women and men improved by the year June 2017
- Women workload hours in domestic core activities reduced from 15 hours to 8 hours by June 2017
- HIV/ AIDS infections reduced from 1.9% to 1.0% by the year June 2017
- Continuum of care, treatment and support to PLHIV improved by June 2017
- Participation of community members in development projects increased by June 2017
- Women and youth participation in economic activities increased by June 2017
- Welfare to Most vulnerable groups is increased by June 2017

- Participation of development partners in development activities/projects by June 2017

Strategies

- ✓ Promote open discussion, increase knowledge and awareness on rights of women in resources ownership
- ✓ Increase participation of women in development activities/projects
- ✓ Promote accessibility of water, wood fuel and medical services to women and children
- ✓ Mobilize community on gender issues in development
- ✓ Reduce stigma, denial and discrimination to PLHIV
- ✓ Enhance youth friendly and gender sensitive STI services
- ✓ Develop workplace HIV/AIDS programme
- ✓ Promote HIV testing and counseling services
- ✓ Promote proper use of male and female condoms
- ✓ Provide support to most vulnerable groups
- ✓ Strengthen capacity of communities to recognize and provide support to Most Vulnerable groups
- ✓ Provide nutritional food to PLHIV attending CTC
- ✓ Conduct sensitization meeting on ART services
- ✓ Strength home based care and support to people living with HIV and AIDS
- ✓ Support Income generating activities for PLHIV, widows and MVC
- ✓ Conduct training on Entrepreneurship skills to women, men and youth
- ✓ Involve the community in planning, implementation, monitoring and evaluation
- ✓ Provision of credit to women and youth
- ✓ Mobilize community to increase their contribution (cash or in kind) in development projects
- ✓ Conduct baseline survey for most vulnerable groups
- ✓ Establish community funds.
- ✓ Formulation of Village facilitation Teams especially for sensitize youths to participate in development activities.
- ✓ Conduct training to the communities concerning gender issues.
- ✓ Coordinate all NGOs and CBOs in implementing development programs in the Town.
- ✓ Establish and strengthen Ward HIV/AIDS committees.
- ✓ Enhance strong partnership between council and development partners.

3.6.4 Strategic objective 4

Improved health services

Services increased and HIV/AIDS infections reduced.

3.6.4.1 Health

Key targets

- Maternal mortality rate reduced from 144/100000 to 139/100000 by June 2017.
- Less than five mortality rate reduced from 81/1,000 to 56/1,000 by June 2017.
- Ensure every community member access a health facility services which is equipped according to national minimum standard requirement by June 2017.
- 85 Health facilities supervised and evaluated by June 2017.

- Minimum physical infrastructure equipment standards, medicine, medical supplies attained from 89% to 97% by the year 2017.
- Council has CHSBs according to guideline number of meetings minutes available, activities, decisions made by the board, activity planned for by Year 2017
- Number of health centre's increased from 7 to 15 by June 2017
- Number of Dispensaries increased from 51 to 64 by June 2017
- Skilled staff increased by number from the current level at least by 15% in June 2017.
- Ensure every community member have access to health facility services which is equipped according to national minimum standard requirement by June 2017.
- Health facilities has HFGCs according to guideline number of meetings minutes available, activities, decisions made by the board, activity planned for the HFGC by June 2017
- Community in 48 wards have accessibility to eye care supplies and consumables by June 2017
- Health facilities to have 85% of supplies of medical and diagnosis supplies, medicine, vaccine and hospital equipment by June 2017
- Health facilities developed incentive package to attract and retain skilled staff by June 2017
- Health facilities sewage services and surroundings kept clean by June 2017
- All Health facilities have reliable communication and transport facilities for improving access, reporting and referral services by June 2017
- At least 30% of HRH gap is budgeted in PE by June 2017
- 85 health facilities are routinely supervised and supervision reports copied to facilities in charges by CHMTS or Cascade supervisors at least monthly by June 2017.
- Vector breeding sites reduced from 50% to 20 % by June 2017.
- Material resources necessary for emergency preparedness and response available in all Health facilities by June 2017.
- 48 Wards community sensitized to carry responsible for monitoring and protecting most vulnerable children from abuse and neglect by June 2017.
- Prevalence rate of HIV/Aids reduced from 1.9% to 1 by June 2017.
- Number of community members enrolled in CHF/NHIF increased by 33% to 60% by June 2017

Strategies

- ✓ Improve access to quality maternal health care, antenatal care, basic and comprehensive emergency obstetric care and post-natal care.
- ✓ Promote and strengthen Public and Private Partnership (PPP) in health care delivery.
- ✓ Reduce HIV Prevalence rates among women and girls.
- ✓ Implement nutrition best practices, especially in children under 24 months of age, including exclusive breastfeeding.
- ✓ Implement water, sanitation and hygiene programme (WASH) at all levels.
- ✓ Ensure supportive supervision and report copied to all health facilities.
- ✓ Promote community on cost sharing through community health Funds
- ✓ Implement refresher training to health staff on proper health services
- ✓ Health facilities Governing Committees should be functional basing on the guideline.
- ✓ Sensitize community on involvement of construction of Health facilities.

- ✓ Strengthen Health management Information system through having timely submission of reports.
- ✓ Ensure all health facilities have constant supply of hospital equipments and medicines.
- ✓ All health centres have reliable transport (ambulance) to strengthen referral system in all level of health facilities.
- ✓ All health staffs have access to refresher course in various aspects.
- ✓ Sensitize community on the importance of joining Community Health Fund.
- ✓ Construct staff houses in all dispensaries with few houses.
- ✓ Over 50% of vulnerable community sensitized on impending health emergencies.
- ✓ Construct one dispensary in Kubi, Mombasa, Bujenike, Igunga, Gaara, Thawi juu, Mirambo, Mulua, Mwembeni, Mtiryangwi, Kwayondo, Pangalowa, GUMBU, Gungi, Rofati, Humekwa, Paranga, Berabera, kikilo, Humai, Sora, Dinu and Puhi village respectively
- ✓ Construct one health centre in Farkwa, Kingale, Goima, Hondomairo, Dalai, Kikilo and Bukulu, Wards respectively

3.6.5 Strategic objective 5

Quantity and quality of agriculture and livestock economic services and food security improved

3.6.5.1 Agriculture, irrigation and cooperative

Key targets

- Knowledge and skills on SACCOS Board Members and book keepers improved by June 2015
- Agriculture production technology and post-harvest practices in agro processing and proper crops marketing improved by June 2015
- Crops production increased, maize from 2.0 ton to 3 , sorghum 1.2 to 2, sunflower from 1.5 to 2.0 and groundnuts 1.0 to 1.5 tons and cashew nuts from 0 to 0.1 tons per hector by June 2015.
- Agricultural extension systems for service delivered by 7 private sector and 3 public sector introduced in 8 villages by June 2015
- Empowerment and support to 10 agriculture projects implementation committees in 10 villages achieved by June 2015
- Animal products production increased; milk from 1.5 to 5 liters, cattle live weight 150 kg to 250 kg in 16 villages by June 2017
- Knowledge and skills to 40 livestock extension staff and 30 livestock keeper groups/committee improved by June 2015
- Livestock and poultry deaths decreased from 15% to 5% in 8 villages by June 2017.

Strategies

- ✓ Facilitate training to 248 Board members in 38 SACCOS by June 2013.
- ✓ Facilitate training to 31 book keepers in 38 SACCOS by June 2013.
- ✓ Facilitate Establishment 8 agricultural and marketing cooperative societies (AMCOS) in 8 division by June 2015.
- ✓ Continue construction of 1 crop market at Mrijo Chini by June 2013
- ✓ Facilitate treatment and control of crop diseases; maize & sorghum, smuts, downy, mildew and pests Quelea quelea, army worms, elegant grasshoppers, vermin's; big and small game and capacitate 1 plant protection groups in 16 wards by June 2013.
- ✓ Continuing construction 1 agriculture resource centres and ensure availability of resource materials and distribute to the centre at Pahi village by June 2013
- ✓ Facilitate DFT and WFT members in monitoring and evaluation of agriculture projects by June 2013.
- ✓ Facilitate availability of quality seed by purchasing 600 tons of foundation sunflower seed and distribute to 10 groups in 10 villages by June 2013
- ✓ Facilitate Training in sunflower seed production for 10 groups in 10 villages by June 2013.
- ✓ Facilitate construction of 8 warehouse in 8 villages of Kelema Kuu, Mombose, Porobanguma, Kingale, Mnenia, Kwadelo, Itaswi and Mtiryangwi and purchase 2 complete set oil mill machines and install in 2 villages of Goima and Mwailanje by June 2015
- ✓ Support production of 250 tons of QDS to 10 groups in 10 villages by June 2013.
- ✓ Facilitate Training in sunflower oil processing and packaging for 2 groups in 2 villages of Goima and Mwailanje by June 2013.
- ✓ Facilitate training on warehouse management for 10 groups in 10 villages of Kelema Kuu, Mombose, Porobanguma, Kingale, Goima, mwailanje, Mnenia, Kwadelo, Itaswi and Mtiryangwi villages by June 2013
- ✓ Facilitate Training on entrepreneurship and marketing to 10 groups in 10 villages of Kelema Kuu, Mombose, Porobanguma, Kingale, Goima, mwailanje, Mnenia, Kwadelo, Itaswi and Mtiryangwi villages by June 2013
- ✓ Facilitate 10 groups on tree planting for soil conservation in 10 villages of Kelema Kuu, Mombose, Porobanguma, Kingale, Goima, mwailanje, Mnenia, Kwadelo, Itaswi and Mtiryangwi villages by June 2013
- ✓ Facilitate 10 bee rearing groups in better technology in bee keeping at 10 villages by June 2013
- ✓ Facilitate availability of 4 motorcycles for extension workers by June 2013.
- ✓ Support long and short duration training on agriculture, livestock and cooperatives and provide extension kits, working gears, uniforms for extension workers by June 2013.
- ✓ Facilitate agriculture service delivery with 7 private sectors and 3 public sectors for agriculture extension contracts in 10 villages by June 2013
- ✓ Facilitate participatory crops research and production of sunflower and farm research trials in 10 villages by June 2013
- ✓ Support 10 project committee in training, study visit and attend agriculture festivals in 10 villages of Kelema Kuu, Mombose, Porobanguma, Kingale, Goima, mwailanje, Mnenia, Kwadelo, Itaswi and Mtiryangwi villages by June 2013
- ✓ Facilitate genetically improvement to 1000 indigenous cows for better performance through artificial insemination in 10 villages by June 2013
- ✓ Facilitate rehabilitation of 1 charcoal dam at Goima by June 2013
- ✓ Construct 4 slaughter slabs in 10 villages by June 2013

- ✓ Support 10 groups in livestock training, study visit and attend Nanenane festivals.
- ✓ Facilitate training on animal husbandry/ animal product processing and animal health issues to 10 livestock keepers groups by June 2013
- ✓ Construct veterinary health centre at Kondoa Mjini by June 2013
- ✓ Facilitate availability of vaccine and vaccinate 150,000 animals in 10 villages against CBPP, RVF, FMD, LS, and RBS by June 2013
- ✓ Facilitate rehabilitation of 2 dip tank in 2 villages of Itaswi and Mwailanje by June 2013
- ✓ Facilitate registration of Livestock and livestock keepers in 10 villages by June 2013
- ✓ Construct one dam for livestock in Kubi village

3.6.6 Strategic objective 6

Quality and quantity of economic services and infrastructure improved

Management of natural resources and environment improved

3.6.6.1 Lands and Natural Resources

Lands

Key targets

- Five master plans for five townships in Kondoa Town prepared by June, 2017
- 5000 detailed plots for residential, commercial and industrial plots designed and approved by June, 2017.
- 4000 plots for residential, commercial and industrial uses surveyed and allocated to developers by June, 2017
- One Urban Renewal Scheme for Kondoa Town prepare by June, 2014
- 25 villages regularized by June, 2017
- 125 existing land conflicts in Urban and Rural areas settled by June 2017

Strategies

Prepare environmental profiles for five townships in Kondoa Town by June 2013,2014,2015,2016 and 2017 respectively

- ✓ Collect, analyse and synthesise data for five master plans by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Conceptualize five master plans by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Prepare five draft master plans by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Refine the accepted five Master Plans by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Approve the refined five master plans by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Prepare detailed base maps by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Design and conceptualize detailed plans by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Draw detailed layouts by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Present the accepted detailed layouts for approval by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Demarcate detailed plots by June 2013,2014,2015,2016 and 2017 respectively.

- ✓ Traverse plots by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Coordinate and compile plots by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Present survey maps for approval by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Prepare valuation rolls for compensation by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Submit Valuation reports for approval by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Prepare letter of offers and certificate of rights of occupancies by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Presents rights of occupancies to the Commissioner for approval and registration by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Undertake urban consultative stakeholders meeting June, 2014.
- ✓ Prepare detailed existing base map June, 2014.
- ✓ Prepare detailed future urban renewal town planning drawings June, 2014.
- ✓ Present detailed Town planning drawing for approval June, 2014.
- ✓ Resurvey the renewal scheme June, 2014.
- ✓ Re prepare rights of occupancies for plots with changes June, 2014
- ✓ Prepare and issue village land certificates by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Undertake general village consultative meetings by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Undertake participatory land use planning rural appraisal by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Design general village land uses by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Submit general village land uses for approval by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Demarcate general village land uses by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Prepare village by -laws on approved village land use by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Prepare detailed village human settlements layouts by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Submit detailed village human settlements for approval by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Survey detailed village human settlements by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Submit detailed survey plans for approval by June 2013,2014,2015,2016 and 2017 respectively.
- ✓ Issue rights of occupancies by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train Village Land Councils in 100 Villages with Land conflicts by June 2014
- ✓ Pay compensations in 3 Kondoia Urban Area Streets by June 2014
- ✓ Identify and solve Land conflicts in 100 villages and 11 Streets by June 2014

Natural Resources

Strategic objectives 6.1

Management of natural resources and environment improved

Key targets

- 7,500,000 tree raised and planted in 177 villages by June 2017
- 25 villages supported in conservation of forest and water sheds management by June 2017
- 25 villages Supported in conservation of forest and water sheds management by June, 2017
- Establishment of wildlife management facilitated in 10 villages in by June 2017
- 50 patrols in 7 reserves and open areas conducted by June 2017
- 15 villages supported in self-defense against wildlife attack by June 2017
- 450 beekeepers trained by June, 2017
- 12 beekeepers association Facilitated in performance of their functioning by June, 2017
- 10 bee Apiary established in 10 primary school by year 2017
- Three Environment Education awareness facilitated by June 2007

Strategies

- ✓ Purchase technical materials by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train nursery keepers on nursery techniques June 2013,2014,2015,2016 and 2017 respectively
- ✓ Distribute technical material to nursery keepers June 2013,2014,2015,2016 and 2017 respectively
- ✓ Monitor tree raising and planting June 2013,2014,2015,2016 and 2017 respectively
- ✓ Facilitate implementation of community based forest management June 2013,2014,2015,2016 and 2017 respectively
- ✓ Training village councils and village natural resource committee June 2013,2014,2015,2016 and 2017 respectively
- ✓ survey village forest boundaries June 2013,2014,2015,2016 and 2017 respectively
- ✓ produce boundary map by June 2013,2014,2015,2016 and 2017 respectively
- ✓ assess participatory June 2013,2014,2015,2016 and 2017 respectively
- ✓ Prepare village forest management plan and by laws June 2013,2014,2015,2016 and 2017 respectively
- ✓ Conduct 20 village council meeting and general assembly June 2013,2014,2015,2016 and 2017 respectively
- ✓ Identify boundaries by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Monitor raising and planting June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train of community groups on technique of making improved stoves June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train community on entrepreneurship skills June 2013,2014,2015,2016 and 2017 respectively
- ✓ Conduct study visits to other areas with the same technology June 2013,2014,2015,2016 and 2017 respectively
- ✓ Conduct meetings with village councils and general assembly June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train village wildlife committee June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train village game scouts June 2013,2014,2015,2016 and 2017 respectively
- ✓ Identify wildlife corridors and dispersal areas June 2013,2014,2015,2016 and 2017 respectively

- ✓ Demarcate wildlife management areas boundaries June 2013,2014,2015,2016 and 2017 respectively
- ✓ Produce Maps June 2013,2014,2015,2016 and 2017 respectively
- ✓ Prepare wildlife management plan and by laws June 2013,2014,2015,2016 and 2017 respectively
- ✓ Purchase arms and ammunitions June 2013,2014,2015,2016 and 2017 respectively
- ✓ Conduct participatory self evaluation by villagers in wildlife management areas June 2013,2014,2015,2016 and 2017 respectively
- ✓ Monitor raising and planting June 2013,2014,2015,2016 and 2017 respectively
- ✓ Purchase arms and ammunitions June 2013,2014,2015,2016 and 2017 respectively
- ✓ Purchase fuel June 2013,2014,2015,2016 and 2017 respectively
- ✓ Support surveillance unit June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train village game scouts and forest guards June 2013,2014,2015,2016 and 2017 respectively
- ✓ Monitor raising and planting June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train villagers on self defence techniques June 2013,2014,2015,2016 and 2017 respectively
- ✓ Purchase arms and ammunitions June 2013,2014,2015,2016 and 2017 respectively
- ✓ Train beekeepers June 2013,2014,2015,2016 and 2017 respectively
- ✓ Support beekeepers with technical materials June 2013,2014,2015,2016 and 2017 respectively
- ✓ Monitor and follow-up June 2013,2014,2015,2016 and 2017 respectively
- ✓ Conduct 1 workshop June 2013,2014,2015,2016 and 2017 respectively
- ✓ Conduct study visits June 2013,2014,2015,2016 and 2017 respectively
- ✓ Attend Nanenane show June 2013,2014,2015,2016 and 2017 respectively
- ✓ Monitor and follow up by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Conduct training June 2013,2014,2015,2016 and 2017 respectively
- ✓ Support technical materials by June 2013,2014,2015,2016 and 2017 respectively
- ✓ Distribute participation form by June 2012, 2014 and 2016 respectively
- ✓ Purchase office consumable by June 2012, 2014 and 2016 respectively
- ✓ Purchase fuel June 2012, 2014 and 2015 respectively
- ✓ Conduct field appraisal by June 2012, 2014 and 2016 respectively
- ✓ Conduct desk appraisal by June 2012, 2014 and 2016 respectively
- ✓ Prepare award ceremony June 2012, 2014 and 2016 respectively

3.6.7 Strategic objective 7

Access to water supply services improved.

Emergency preparedness and disaster management improved

3.6.7.1 Water

Key targets

- Population with access to clean and safe water increased from 34% to 70% by the year 2017
- Overcome disaster incidences on 50 water supply schemes by June 2017

Strategies

- ✓ Purchase technical materials by June 2013,2014,2015,2016 and 2017 respectively
- ✓ 50 boreholes drilled in 50 villages by June 2017.
- ✓ 25 existing water supply schemes rehabilitated and repaired in 25 villages by June 2017.
- ✓ 50 new water supply schemes constructed in 50 villages by June 2017.
- ✓ Kondoa urban water supply scheme extended and expanded from 70% to 100% coverage by June 2017.
- ✓ 100 water user entities formed by June 2017.
- ✓ Community trained and facilitated on proper sanitation improvement in 50 villages by 2017
- ✓ 30 shallow wells constructed in 20 villages by 2017
- ✓ 5 charcoal Dams constructed in 5 villages by 2017.
- ✓ 25 water harvesting facilities constructed in 25 institutions by 2017
- ✓ Operation, maintenance of existing water projects improved by June 2012.
- ✓ Artisans enhanced their skills on construction of rainwater harvesting infrastructures by June 2017.
- ✓ Three concept paper for water projects developed by June 2013.
- ✓ 7 Water department staffs their skills improved by June 2017.
- ✓ 50 village water committees their management's skills improved by June 2017.

3.6.8 Strategic objective 8

Good Governance and administrative services enhanced

Quality and quantity of economic services and infrastructure improved

3.6.8.1 Finance and Trade

Finance

Key targets

- Financial rules and regulations enhanced in 12 departments by June 2017
- Council revenue collection increased from 804,000,000 to 2,200,000,000 by June 2017
- Storage of financial documents and equipment enhanced by June 2017.
- Conducive working environment in Finance Departments enhanced by June, 2013

Strategies

- ✓ Provide new GFS codes to 12 departments by year 2017
- ✓ Provide monthly financial reports of 12 departments by year 2017.
- ✓ Provide quarterly Financial reports of 12 departments by year 2017
- ✓ Provide Departmental Annual Financial Statements of 12 departments by year 2017
- ✓ Facilitate Accountants in annual stock taking by year 2017
- ✓ Facilitate Accountants in preparation and submission of Financial reports by year 2013
- ✓ Support 6 Accountants in training and study visit in Geita and Mwanza by June 2013
- ✓ Equipping working materials in 6 offices of Finance Departments by June, 2013
- ✓ Facilitate Accountants in monitoring and evaluation by year 2017

- ✓ Facilitate availability of 4 offices for Accountants by June, 2013.
- ✓ Conduct supervision of revenue in 48 wards by June, 2013
- ✓ Construction of fence at 3 markets/Gulio by June, 2013
- ✓ Create awareness of financial rules and regulations to 12 departments and 6 units by 2013
- ✓ Facilitate availability of financial document room by June, 2013

Trade

Key targets

- Conducive working environment to 4 trade staff enhanced by June 2017
- 350 Traders empowered on business and entrepreneurship skills improved by June 2017

Strategies

- ✓ Equip trade office with working materials by June 2013
- ✓ Support 4 staff for long term course training and seminars by June 2017
- ✓ Issue business license to businessmen/traders by June 2013
- ✓ Train 20 small business owners(traders) on entrepreneurship skills by June 2013
- ✓ Train 50 people on business management, bookkeeping and business ethics by June 2013.
- ✓ Disseminate market information to various stakeholders by year 2017
- ✓ Linkage of Town marketing information within the regional and other countries market by year 2017
- ✓ Train 20 processors on processing, labeling and packaging and milling industries for sorghum, maize, simsim, and sunflowers in the Town by June, 2014
- ✓ Formalization of 25 micro enterprises to build their competitiveness and raise their access to business services by June, 2015.
- ✓ Conduct 1 day awareness meeting on local economic development (LED) to stakeholders by June 2013
- ✓ Establish 1 stop shop by June 2014
- ✓ Support formulation and functioning of public-private partnership by June 2013
- ✓ Support a value chain process production by June 2015

3.6.9 Strategic objective 9

Ensured timely delivery of goods and services to the Council and The Community as the whole by 2017

Efficient procurement system through observing five pillars of procurement that is (Value for money, Open and effective competition, Ethics and fairness, Accountability, transparency, and Equity) attained by 2017

3.6.9.1 Procurement Management

Key targets

Key Targets

- Efficient procurement process attained June 2013

- Compliance with PPRA procedures and guidelines attained by June 2014
- All council Inventories is identified by June 2013
- Efficient implementation of procurement Plan attained so as to attain value for money objective by June 2014
- Working condition improved to enable proper provision of procurement services to the Council by June 2017
- Contract management increased so as to attain value for money, hence Contract supervision team formed in any procured work or service by June 2013
- Proper procurement record management attained by June 2014
- Annual Procurement professionals conference meeting is attended by every procurement Management Unit Staff by June 2015
- Village project committees and User departments are capacitated on matters pertaining procurement procedures and its guidelines by June 2017

Strategies

- ✓ Maintain procurement plan that will be observed in every stage of procurement
- ✓ Prepare monthly procurement report, tender opportunities, contract awards and submit them to The Public procurement Regulatory authority
- ✓ Participate User departments in Procurement Planning process in every financial year
- ✓ Outsource Stock verifier
- ✓ Conduct Procurement Plan implementation workshop which will involve Tender Board members, User departments, Heads of departments and Procurement Management Unit Staffs
- ✓ Equip the Procurement Management Unit Office with necessary equipments so as to enhance timely delivery of services (1 Motorcycle, 1 desktop computer, 1 scanner, 1 Heavy duty photocopy machine and Land telephone set)
- ✓ Renovation of Procurement Management Unit Office
- ✓ Formulate contract management/supervision team
- ✓ Allocate necessary participation fees and allowances
- ✓ Conduct Training to the village project committees

3.6.10 Strategic objective 10

Access and Legal Services Improved.

3.6.10.1 Legal

Key targets

- Council legal rights and enforcement of by-laws enhanced by June, 2017

Strategies

- ✓ Formulate Council by-laws
- ✓ Train councilors on various legal issues
- ✓ *Train Members of Ward Tribunals*
- ✓ Train Village Tribunal Members
- ✓ Train council on public servants laws
- ✓ Attend in- service Training

- ✓ Raise awareness on Council by- Laws, Principal and Subsidiary Legislation to the Public in the Council.
- ✓ Solve disputes /complaints from departments
- ✓ Train village leaders on by-law making
- ✓ Translate, laws, regulation and policies to grass root
- ✓ Supply Directives, Policies, laws, subsidiary legislations and by-laws to village and ward level.
- ✓ *Legal aid to employees and community at the Council level.*

3.6.11 Strategic objective 11

Secondary education services improved

3.6.11.1 Secondary education

Key targets

- Curriculum implementation maintained by 60 secondary school by the year 2017
- Conducive working environment enhanced to educational staff by the year 2017
- Sports club supported in 60 secondary schools by the year 2017
- Form one enrolment rate of 100% maintained by the year 2017
- Pass rate in CSEE increased from 40% to 90%; and in ACSEE from 90% to 100% students respectively by the year 2017
- Form IV and VI Completion rate increased from 89% to 99% by the year 2017
- Conducive working, teaching and learning environment enhanced in 60 Town secondary schools by the year 2017

Strategies

- ✓ Facilitate operation of Town secondary education officers (Purchase and maintenance of office equipments and stationeries, extension of office) by year 2017.
- ✓ Conduct In-service training seminars on participatory teaching and learning methods for all subjects and new curriculum and facilitate seminars for the all head of schools and members of school by the year 2017.
- ✓ Identify and make follow-up to form one student reporting and to compile reports for all 60 secondary schools by the year 2017.
- ✓ Facilitate 15 teacher trainees to acquire diploma and postgraduate diploma and 60 teachers to acquire degree professional at Open University by the year 2017.
- ✓ Supervise, make follow-up and emphasize on academic progress and construction of different infrastructures in 60 Secondary School by the year 2017.
- ✓ Sensitize society on importance of all students to get meals at schools by the year 2017.
- ✓ Facilitate availability of teaching and learning materials accordance with the availability of books (Ratio 1:1), laboratories equipments for 54 secondary schools by the year 2017.
- ✓ Improving teaching and learning environment by construction of infrastructure, example 105 teachers' houses, 135 classrooms and 24 Laboratories by the year 2017.
- ✓ Sensitize and improve sports in schools and to support more than 150 students from poorest families to pursue secondary education by the year 2017.

- ✓ Collect, analyse and distribute the report of students, workers, equipments and financial data base each month and quarterly by the year 2017.
- ✓ Supervise and control availability of workers right and benefits in education sector together with provision of incentives to the good performing teachers by the year 2017.
- ✓ Prepare and distribute brochures of educating and sensitization on the effects and protection of HIV/AIDS to students and teachers together with the causes and effect of petty and grand corruption in provision of education services by the year 2017.
- ✓ Coordinate and supervise form II, IV and VI national examinations and making sure the eradicating ways of cheating in examination by the year 2017.
- ✓ Coordinate and supervising teachers' enrolment in 54 secondary schools by the year 2017.

3.6.12 Strategic objective 12

Access and social services improved

3.5.13.1 Primary education

Key targets

- Curriculum implementation be maintained in 220 primary schools by the year 2017
- Increased pass rate in national examinations from 95%to 100%for std iv and from 30% to75% for STD VII by the year 2017
- Completion rate for STD VII increased from 96%to98% by the years 2017
- Improved conducive teaching and learning environment in 220 primary schools by the year 2017
- Reduced number of illiteracy rate in adults from 31% to 28% by the year 2017
- 220 Primary schools participate in UMITASHUMTA by the year2017

Strategies:

- ✓ Conduct routine inspection and follow up in schools for each head of Division, Ward and School.
- ✓ Facilitate Education development programs through construction/completion of Classrooms, Teacher's house, Pit latrines and provision of Desks in primary Schools.
- ✓ Facilitate training, workshop, seminars and continuing education fro teachers at different levels.
- ✓ Supervise and monitor learners in adult education using ICBAE, COBET, ODL and LLMIS approach.
- ✓ Sensitize community on the importance of education in 203 villages through development projects.
- ✓ Provide motivation to the best teachers in teaching process.
- ✓ Compose 4 PEDP report on quarterly basis yearly and LAAC report annually.
- ✓ Improve teaching and learning environment through human and material resources.
- ✓ Facilitate provision of 40 staff benefits at Town level as well as ward and school.
- ✓ Supervise and coordinate examinations at different levels.
- ✓ Recruit a sports and games (cultural) officer.

- ✓ Conduct capacity building to school committee.
- ✓ Ensure efficiency allocation of teachers.

3.6.13 Strategic objective 13

Quality and quantity of economic services and infrastructure improved

3.6.14.1 Works and fire rescue

Key targets

- 775 Km of Town Road networks improved by the year 2017
- 35 Km of Roads at Kondoa township improved by the year 2017
- 10Nos of Town Road infrastructures (bridge/drift) improved by the year 2017
- 150Nos of Council building infrastructures improved by the year 2017

Strategies:

- ✓ Facilitate routine maintenance of 490 km of Town roads improved by June 2017
- ✓ Facilitate spot improvement of 230 km of Town roads improved by June 2017
- ✓ Facilitate periodic maintenance of 55 km of Town roads by June 2017
- ✓ Construct 10 drainage structures (bridges, and drifts) at Town roads by June 2017
- ✓ Facilitate bituminous standard of 3 km at Kondoa township roads by June 2017
- ✓ Facilitate periodic maintenance of gravel roads of 10 km at Kondoa township roads by June 2017
- ✓ Facilitate routine maintenance of 22 km at Kondoa township roads (surveyed areas) by June 2017
- ✓ Construct 2500km storm water drainage structures at Kondoa township roads by June 2017
- ✓ Complete outstanding 100 building infrastructures at Kondoa Town council by June 2017
- ✓ Rehabilitate/renovate 50 building infrastructures at Kondoa Town council by June 2017
- ✓ Conduct monitoring and supervision to 810 km of Town roads, 10 drainages structures and 150 building infrastructures by June 2017.
- ✓ Construct one WEO office in Thawi juu and Suruke ward
- ✓ Construct one village office in Thaw juu, Tungufu, Machinjoni, Mangolo, village

3.6.14 Strategic objective 14

Good governance and administrative services enhanced

3.6.14.1 General election

Key targets

- Awareness created to 48 wards on election procedures by June 2017

- All vacant gaps of leadership posts in all 206 villages and 918 vitongoji filled by June 2017
- 1 Presidential, parliamentary and Councillors' election in two constituents facilitated by June 2015

Strategies

- ✓ Conduct awareness to all 48 wards
- ✓ Mobilized funds for visiting wards/ villages
- ✓ Distribute brochures that explain about Democracy.
- ✓ Conduct workshop to political leadership & technical staff on election Act and Regulation
- ✓ Allocate and mobilize more funds for election purposes
- ✓ Conduct workshops to villages and Vitongoji on good leadership
- ✓ Strengthen Election Unit
- ✓ Facilitate availability of election consumable materials
- ✓ Create awareness to the public on Election Act.
- ✓ Create conducive environment for every citizen to participate full in election
- ✓ Solicit enough funds for election activities

3.6.15 Strategic objective 15

Good governance and administrative services enhanced

3.6.15.1 Internal Audit

Key targets

- Clean audit report acquired by the council yearly by 2017
- Audit of value for money enhanced by year 2017

Strategies

- ✓ Establish a sound Audit Plan
- ✓ Establish a sound Audit mechanism for each audit assignment.
- ✓ Prepare Audit Report Quarterly
- ✓ Facilitate internal auditors with necessary requirement such as fund, fuel and motor vehicles to accomplishing audit assignments.
- ✓ Allocate sufficient budget for internal audit unity
- ✓ Allocate sufficient time for site auditing

3.6.16 Strategic objective 16

Access and Social services improved

3.6.16.1 Information Communication Technology and public relation

Key targets

- ICT Unit established by June 2014
- Information and Communication within and outside the Town enhanced by June 2017

Strategies

- ✓ Set an office for ICT Unit by June 2013
- ✓ Install LAN by June 2017
- ✓ Install WAN by June 2017
- ✓ Install a wireless network based at Council by June 2017
- ✓ Construct and host council website by June 2017
- ✓ Create conducive working environment at ICT Unit by June 2014
- ✓ Install a proxy server by June 2017
- ✓ Create awareness among leaders on importance of new ICT Technology by June 2014

CHAPTER FOUR

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

4.1 Implementation

The Town Executive Director (DED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the KTC Rolling Strategic Plan (2012/12 – 2016/17). The DED, with the support of the Management, shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

Since the Rolling Strategic Plan cuts across all mission activities of the KTC institutional structure, it is advisable that a Planning Department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Departments and Units/Sections shall be responsible for the day to day implementation of the Strategic Plan with a helping hand from the key stakeholders.

4.2 Monitoring

A monitoring and evaluation system is needed for effective implementation of this plan. Therefore monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the Planning Department to the organs representing the KTC Community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 4.1 shall guide the format of the progress reports.

Table 4.1: Example of quarterly progress report

S/No.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action
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A part from reporting at the various Council committees, there shall be one internal review meeting annually, bringing together the representative of all internal stakeholders to review the strategic plan implementation process. Once in two years, these meetings will also involve external stakeholders. These meetings together with the discussions in various committees will provide opportunities to enhance awareness and ownership of the strategic plan.

4.3 Evaluation

In order to assess the Plan performance, there shall be annual Plan Evaluation exercises for the entire plan period. In order to match activity funding with plan implementation, evaluation and review; it is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are Interim Evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation to be carried at the end of the planned period (five years) using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the KTC Rolling Strategic Plan (2012/13 – 2016/17) shall largely aim at:

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

4.4 Review

Plan review is important in order to remain focused in realizing the KTC core missions and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, Plan reviews are meant to be responses to the shortcomings in the course of Plan implementation. There shall be minor Plan reviews annually, Medium Plan reviews after two and half years and a major Plan review after five years.

4.5 Assumptions and Risks

For the objectives of this strategic plan (2017/2018-2022/2023) to be achieved, the following are the major assumptions which need close monitoring and timely response by KTC management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of KTC in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.

The major risk is the availability of adequate financial resources to implement the planned activities for achievement of the strategic plan

Appendix 1

PARTICIPANTS FOR STAKEHOLDERS WORK SHOP CONDUCTED ON MARCH 09 th and 10 th , 2012					
No	Name	Organisation	Phone No.	E - mail address	Box No
1	Isdory Mwalongo	DED – KTC			01 Kondoa
2	Shabani Kilalo	BAKWATA	0784 372269		170 Kondoa
3	Ally A Soloka	E.J.U Maendeleo	0769 780818		
4	Humphrey Mfinanga	AFRICARE - DODOMA	0714 547525	humphnanng@yahoo.com	
5	Suleman J Ndongo	AICT - PAHI	0788 831668	neemageni@yahoo.com	
6	Estomihi E Mringo	HEIFER	0784 664202		
7	Boniphace K Bihemo	KTC	0788 627955	bbihemo@yahoo.com	
8	Hamisi Ntomola	HPSS	0784 469377	jhamisi49@yahoo.com	370 Dodoma
9	Elias E	KTC	0754 893270	buganga03@yahoo.cansup	11 Kondoa
10	Karadoga C.S	KTC	0784 450839	charleskaradoga@yahoo.couk	01 Kondoa
11	Jofrey E. Pima	KTC	07544 485080	pimajofrey@yahoo.com	01 Kondoa
12	Joshua S. Mnyang'ali	KTC	0753 006260	timbulasism2006@yahoo.com	01 Kondoa
13	Severin T. Lyimo	KTC	0784 424041	severiny@yahoo	01 Kondoa
14	Twalibu Kanyika	KTC	0783 491099		01 Kondoa
15	Mwl Bayu H. M	KTC	0754 769500		11 Kondoa
16	Enock Lihamba	KTC	0754 671503	enocklihamba@gmail.com	01 Kondoa
17	Boniface N. Mandi	KTC	0784 772971	b-mandi@hotmail.com	01 Kondoa
18	Timothy P. Chombo	CARITAS	0759 608090	timothychombo@yahoo	29 Kondoa
19	John D. Choray	KPDTF	0689 491960		131 Kondoa
20	Halifa H. Muheda	KPDTF	0782 214422		131 Kondoa
21	Rev Mussa Mzye	ANGLICAN	0788 584248		68 Kondoa
22	Rev. Evans Mwangi	ELCT	0789 812205	evansmwanga@yahoo.co.uk	
23	Anna Masanja	KTC	0714 200666		
24	Hawa Issa Majala	SHIDA NA RAHA	0784 521612		229 Kondoa

25	Geruas Amata	KTC	0788 006081		01 Kondo
26	Elizabeth Mwangi	KIWAJAKO	0787 629550		
27	Frank Ntwina	TCCIA	0755 155112	fntwina@yahoo.com	
28	Nicholas N.J. Kombe	KTC	0784 463054	nicholaskombe@yahoo.com	01 Kondo
29	Naftael M. Ahungu	KTC	0786 200331		01 Kondo
30	Pendo Mangala	Mwandishi wa Habari - Mtanzania	0755 686459	penmangala@yahoo.com	719 DSM
31	D.J. Munissi	PAFO	0784 660318	donaldmunissi@yahoo.com	200 Arusha
32	Msalem Aziz	KTC	0658 192021	azizimsalem@yahoo.com	01 Kondo
33	Marcerina L. Fwaja	KIWAJAKO	0784 707911	kiwajakog@yahoo.com	31 Kondo
34	Manase Msechu	KTC	0784 459581	msechumanase@yahoo.com	01 Kondo
35	Obadia Mwakasitu	KTC	0766 940997	kingobby@yahoo.com	01 Kondo
36	Jeremia Mwakayoma	TACAIDS	0756 763811	mwakayoo@yahoo.com	914 Dodoma
37	Kuuli A.A	KTC	0716 992222	kuuli77@yahoo.com	01 Kondo
38	Jordan Protas	KTC	0784 678526	-	01 Kondo
39	Ngoti S.G	KTC	0754 874830		200 Kondo
40	Robert R. Mganga	KTC	0784 681774	robertmganga@yahoo.com	85 Kondo
41	Mashindike	WAJIBIKA			
42	Dawa Said	KTC	0787 100093		01 Kondo
43	George Sayula	SELIAN	0784 476156	gsayula@hotmail.com	6024 Arusha
44	Iddi Kanubi	CARE INTERNATIONAL	0764 765504		131 Kondo
45	Prosister Tairo	KTC	0713 729771	prostairo@yahoo.co.uk	01 Kondo
46	Zainab H. Haroub	WOWAP	0784 222950		
47	Merkiad M. Mmanda	KTC	0715 761021	med.@yahoo.com	01 Kondo
48	Peter Kinyasi	KTC	0784 432031		01 Kondo
49	George Pangawe	KTC	0766 180686	gpangawe@yahoo.com	711 Kondo
50	Athumani M. Salum	KTC	0754 959937	semzonyo@yahoo.co.uk	11 Kondo

51	Chagile M. B	KTC	0764 765202		01 Kondo
52	Alpha Cholobi	KTC	0714 201615	cholobialpha@yahoo.com	01 Kondo
53	Happiness Mtweve	Mwandishi wa Habari - Mtanzania Daima	0713 130200	gloryhap2@yahoo.com	11 Dodoma
54	Kusimula J.	KTC	0755 996176	jkusimla@yahoo.com	01 Kondo
55	Philemon Godfrey	SIKIKA	0713 780544	philemon@sikika.or.tz	
56	Hosea Lyatum	NMB	0784 470210	hosealyatuu@gmail.com	95 Kondo
57	Steven R. Mhima	KTC	0787 820947	stevenmhina@yahoo.com	01 Kondo
58	Galawika Akley	KTC	0786 064345	agalawika@yahoo.com	01 Kondo
59	I. Sejaruma	KTC	0784 500175		01 Kondo
60	Ramadhan Kadokado	SHIDA NA RAHA	0712 257148	shidanaraha@hotmail	229 Kondo
61	Thomas Magari	KTC	0787 014306		01 Kondo
62	Iddi A.Makha	WEO - K/Mjini	0784 379992		01 Kondo
63	Abdallah Maguo	Quality Food	0789 392661		01 Kondo
64	Mvungi E.L	KTC	0784 609355		01 Kondo
65	Robert Sungura	KTC	0787 511270		01 Kondo
66	Zacharia Shigikulu	World Vision Tz	0784 425498		3113 Dodoma
67	Twaha Kivale	Mwandishi wa Habari - Star TV	0754 409073	kivaletwaha@gmail	
68	Jonas Michael	TAG	0684 591332	mwinjilistijonasmichael@yahoo.com	555 Kondo
69	Damian Kanuti	Mwandishi wa habari ITV Radio One	0754 031 475	Damiankanuti@gmail	
70	Emmanuel Majengo	KTC	0784 772403	majengoe@yahoo.com	11 Kondo
71	Issa Kambi	CARE INTERNATIONAL	9764785304		131 Kondo

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