

TABORA DISTRICT COUNCIL



MEDIUM TERM ROLLING STRATEGIC PLAN FOR THE YEARS 2013/14-2017/18

TABORA DISTRICT COUNCIL

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BRN	Big Result Now
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
COWSOs	Community Owned Water Supply Organisations
DPs	Development Partners
FBOs	Faith-Based Organizations
HODs	Head of Departments
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IRDP	Institute of Rural Development Planning
LGAs	Local Government Authorities
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MIS	Management Information System
NGOs	Non-Governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
OPRAS	Open Performance Review and Appraisal System
O&OD	Opportunities and Obstacles to Development Plan
PMO	Prime Minister's Office
PMU	Procurement Management Unit
SACCOS	Saving and Credit Cooperatives Societies
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa
VWC	Village Water Committee
WDF	Women Development Funds
WUGs	Water User Groups
YDF	Youth Development Funds

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STATEMENT OF THE COUNCIL CHAIRPERSON

It gives me great pleasure and hope to present the revised Tabora District Council Strategic Plan (SP) for the period 2013/2014 – 2017/2018. First I would like to acknowledge the hard work and commitment shown by all staff in the preparation of this strategic plan. This plan has set out the vision, mission, core values and objectives of Tabora District Council for the coming five years commencing July, 2013 through June, 2018. It also outlines the strategies and targets to achieve the strategic objectives of the Council for the next five years.

It is worthwhile to point out at the outset that the support of all stakeholders including the State House, Parliament, Prime Minister's Office, Regional Administration and Local Government (PMO-LARG/TAMISEMI), Ministries, Departments and Agencies (MDAs), Development Partners (DPs), Non-Governmental Organisation (NGOs), Community Based Organisations (CBOs), Faith-Based Organizations (FBOs), Financial Institutions and public at large is highly needed for the implementation of this strategic plan. Implementation of this strategic plan aims at achieving social and economic development to the communities of Uyui District and other stakeholders. We believe that they all have a role to play in enhancing the performance of Tabora District Council.

This document has been prepared in line with the National Development Vision 2025, National Strategy for Growth and Poverty Reduction (NSGPR II/MKUKUTA II), Ruling Party Manifesto (Chama cha Mapinduzi-CCM) of 2010 and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual. Implementation of this strategic plan aims at achieving social and economic development to the communities of Uyui District and other stakeholders.

The plan takes into account the importance of human resources in implementing the strategies and hence intends to ensure adequate provision for capacity building to management and staff and create conducive working environment for the staff.

I wish, therefore to challenge all staff of Tabora District Council and stakeholders to fully commit themselves in the implementation of the strategic plan aiming at achieving the vision of our Council.

HON. SAID SHABANI NTAHUNDI

CHAIRPERSON

TABORA DISTRICT COUNCIL

STATEMENT FROM THE COUNCIL EXECUTIVE DIRECTOR

I would first like to present a review of the Council's past Strategic Plan (SP) of 2008/09 – 2011/2012 and also present the current SP of 2013/14 – 2017/2018. May I take this opportunity to extend my gratitude to all stakeholders who have participated in the formulation of this current SP. I extend my sincere gratitude to the Council's chairperson, Hon. Said Shabani Ntahundi, the Honorable Councillors, Heads of Departments and Units and other functionaries of the Tabora District Council not forgetting the Central Government, Local Government Authorities (LGAs), Ministries, Departments and Agencies (MDAs), Development Partners (DPs), Non Governmental Organisations (NGOs), Special groups and Institute of Rural Development Planning (IRDP) for contributing in the preparation of this SP.

The SP has highlighted the Council's Vision, Mission, Long-term goals, the Council's Distinctive Competencies. The Council's core values are also presented in this SP. The Strategic Objective for each Department/ Unit and their respective Strategies and Targets are presented in a Matrix form.

The preparation of this SP was done by referring to various National Policies and Strategies including the National Development Vision 2025, CCM Election Manifesto of 2010, National Strategy for Growth and Reduction of Poverty (NSGRPII/MKUKUTA II), MDGs, and other National Policies and Planning Frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual of 2007.

The SP present our Vision which **is "To be a council which is capable in providing quality and sustainable social and economic services to the community"**. Our Mission is **"To provide and facilitate the provision of quality, sustainable social and economic services through participation of all stakeholders"**. The SP has also highlighted the key functions of the Council in six Strategic goals which are reflected in the Departmental objectives, Strategies and Targets.

I conclude by asking all development partners to fully participate in the implementation of this SP and by so doing, making it possible for our Council to realize its Vision.

Thank you for your participation,

HADIJA MAULID MAKUWANI
DISTRICT EXECUTIVE DIRECTOR
TABORA DISTRICT COUNCIL

EXECUTIVE SUMMARY

The Tabora District Council was established by the Act of Local Government No. 7 of 1982 and it was inaugurated on the 1st day of January, 1983. The main function of Tabora District Council is to provide better social and economic services to the people of Uyui District.

The strategic plan for the period 1st July 2013 to 30th June 2018 takes forward the issues identified in the previous strategic plan that covered three years from 2008/2009 to 2011/2012. It has also been prepared so that it builds on from achievements of the previous strategic plan for continuation purposes and takes advantages of the proposed areas for improvement as identified in the self assessment report and the identified critical issues to be addressed in this plan period.

The plan is divided into five main chapters and two annexes. Chapter One contains Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Performance Review, Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the Vision, Mission, Distinctive Competencies and Core Values. Chapter Four covers the Strategic Plan Matrix for Tabora District Council and it include the Strategic Goals, Strategic Objectives, Strategies and Targets. Chapter Five covers implementation, monitoring, evaluation and review framework. The annexes consist of the organization structure of Tabora District Council and names of participants in the stakeholders' workshop.

The revised strategic plan 2013/14- 2017/18 came up with a vision and mission for Tabora District Council. The vision of the council is "**To be a council which is capable in providing quality and sustainable Social and Economic services to the community**". The mission of Tabora District Council is "**To provide and facilitate the provision of quality, sustainable social and economic services through participation of all stakeholders**". The plan articulates council's core values,

strategic goals, departmental objectives, strategies and targets. It also gives the way by which implementation, monitoring and evaluation will be done.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

This Strategic Plan (SP) covers five years period from July 2013 and ending June, 2018. The Tabora District Council is charged with the responsibility of providing social services to the community of Uyui district like education both primary and secondary, health, rural water, roads and environmental protection. It also has the function of creating good working environment for economic production activities in order to increase the level of income and economic growth within the district and the nation at large.

1.2 Approach

The approach used to develop the plan was participatory workshop involving different stakeholders within the council, councillors, district management team and staff. The plan has taken into account the Vision 2025, Ruling Part Election Manifesto of 2010, National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual. The workshop was conducted through a series of plenary and group work sessions. The results of the group work were presented in plenary and a consensus was reached.

The process of developing this plan involved undertaking situation analysis which involved review of Strategic Plan 2009/10 – 2011/2012. This process involved performance review for the period of the plan, self assessment, stakeholders analysis, Strengths and Weaknesses, which are internal to the council, as well as, identifying Opportunities and Challenges which are external to Tabora District Council. The situation analysis came up with areas for improvement and critical issues that need to be addressed in the plan and hence formed the basis for developing the objectives. The council top management then developed vision, mission, distinctive competences, core values, objectives, strategies and targets.

1.3 Purpose

This Strategic Plan has been prepared with a view of guiding the implementation process in a strategic direction. It also aimed at creating a common understanding among Tabora District Council Administration and Management, staff and other stakeholders in order to enhance their collective contribution in attainment of core functions of the Council. The strategy has been prepared in accordance to government format of strategic plan document and the content of the strategy stands as major reference materials for the implementation, monitoring and evaluation of Council activities in the period 2013/14-2017/18.

1.4 Layout of the Plan

The plan is divided into five main chapters and two annexes. Chapter One contains Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Performance Review, Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the the Vision, Mission, Distinctive Competencies and Core Values. Chapter Four covers the Strategic Plan Matrix for Tabora District Council and it include the Strategic Goals, Strategic Objectives, Strategies and Targets. Chapter Five covers implementation, monitoring, evaluation and review framework. The annexes consist of the organization structure of Tabora District Council and Names of participants who participated in the stakeholders' workshop.

CHAPTER TWO

2.0 SITUATION ANALYSIS

This Chapter reviews the implementation of Tabora District Council Strategic Plan which ended in June 2012. In the analysis there is a short description of Tabora District Council, its mandate, roles and functions, and the existing vision and mission statements. In the same chapter there is a review of Council past performance where achievements and constraints on each department's objective are recorded and the way forward as remodel actions to address the constraints. Also the chapter provides results of stakeholder analysis, Strengths, Weaknesses, Opportunities and Challenges before identifying recent initiatives and critical issues or areas for improvements.

2.1 Historical Background

2.1.1 Location, Boundaries and Area

Uyui District is among the seven districts of Tabora region. Most parts of the district are located at the central part of Tabora region, and surround Tabora Municipal Council. The district, however shares borders with Igunga and Nzega districts in the North, Sikonge district on the South, Urambo and Kaliua on the West, while Singida region lies on the eastern side of the district. In terms of international identification, the district lies between 05^{045'} and 06^{055'} south of the Equator and between 32^{085'} and 34^{015'} east of Greenwich and a total surface area of 11,806 sq. Kms.

Administratively, Uyui District is divided into 3 divisions and 30 wards with a total of 156 villages distributed unevenly. Igalula division covers about 67 percent of total land area of the district followed by Uyui division accounting for about 18 percent of the total land area. Iloangulu division has the smallest land area in the district constituting only 15 percent of the total land area.

2.1.2 Climate, Soil and Topography

With exception of very few slopes, the district is relatively homogeneous with gently undulating plains intersected by seasonally flooded valley bottom soil. In the

extreme north east this pattern gives way to open flat land for cultivation and is covered by well or moderately drained soils with textures of sandy loams. The soils vary between red lateritic earth grey sand to silt hardpan and iron crust "mbuga". Moreover, there are sandy clay loams and reddish coloured soils on inter flute slopes that are saturated with water within 100cms of the surface during the growing season.

The district receives rainfall of between 750mm and 950mm annually falling between the months of October or November to February or March and a second lower peak occurs in February or March and the rains then tail off in April or sometimes in May.

Uyui district forms part of the vast central plateau of Tabora region, an area of flat and gently undulating plains broken in places by prominent hills. Most parts of the district lie between 1,100 meters and 1,200 meters above sea level and form the main watershed separating rivers flowing north eastward into the Manonga River and the Wembere.

2.1.3 Agro – Ecological zones (AEZ)

Basically the district has two distinctive agro-ecological zones, namely, the western zone and the central eastern zone.

The Western Zone

The terrain of the zone is low lying soil necessary for successful paddy cultivation and has been the paddy producing area of the region. A small part of this zone has good tobacco potential, while on the north of the zone is suitable for cotton. Soils are sandy loam and alluvial. This zone which is about 80 percent tsetse- free area, has good range land and hence cattle rearing is carried out in this area. The main food crops grown in this zone are maize, paddy, groundnuts and cassava. Cotton and paddy are grown as cash crops.

Central eastern Zone

This zone lies on the central eastern parts of Uyui district and is covered with alluvial soils. The zone has low rainfall between 750 mm and 850 mm and hence limits maize yields but groundnuts and paddy are the major cash crops in this zone. Cattle rearing are practised in this zone as it is also 80 percent tsetse-free area.

Ethnic Groups

The District has two main ethnic groups namely: Nyamwezi and Sukuma. The majority of Sukuma occupy the north eastern part of the district which covers Lutende, Loya and Kizengi wards, while the Nyamwezi occupy the rest parts of the district. In addition to that, the district is also occupied by a small group of Baha in Ufuluma ward.

2.1.4 Population Size and Growth

Unlike other districts in Tabora region, the population of Uyui District has experienced a significant growth. According to the 2012 Population and Housing Census the district had 396,623 people out of which 196,446 were males and 200,177 were females. Comparing to the 2002 Population and Housing Census the district had 281,101 people resulting to an increase of 115,522 people during intercensal period.

2.1.5 The District Economy

2.1.5.1 GDP and Per capita GDP.

Uyui District, like other districts of Tabora region, has never computed its GDP and Per capita GDP since it was established. Nevertheless, Uyui District makes significant contribution to the Regional GDP and per capita GDP. The 2004 Economic Survey Report shows that Tabora region's share of the national GDP was 14.0 percent equivalent to TShs. 512,067 million while Per capita income of regional residents was estimated at TShs. 280,299, (equivalent to US \$ 269) which was less, by 24 percent, than that of the Mainland.

2.1.5.2 Income Poverty Rate, Poverty Gap and Gini Coefficient

Uyui district was not among the best 20 districts on the Mainland with least people living below the basic needs poverty line, but at regional level, it is considered to be one of the worst districts according to the 2005 Poverty and Human Development Report. The Report indicates that as much as 48 percent of Uyui District people were living below the basic needs poverty line. The best district is Tabora Urban where only 23 percent of its people lived below basic needs poverty line followed by Nzega (35 percent). The other district with the highest percentage of people living below the basic needs poverty line in Tabora region is Igunga at 48 percent.

With respect to rate of poverty gap, Uyui and Igunga are the worst districts by having 15 percent each after Urambo and Sikonge (12 percent each) then Nzega with 10 percent while Tabora Urban at 6 percent was the best district.

2.1.6 Main Source of Cash Income

The 2002/03 National Sample Census of Agriculture Report shows that Uyui District as a rural district has vast economic opportunities. Agriculture sector ranked first with the selling of annual food crops being reported as the main source of income of the rural agricultural households in the district. This was followed by other casual cash earnings, sales of cash crops and then business income.

2.1.7 Health Indicators

Though the residents of Uyui District are said to have relatively good accessible to social services like health, education and water; the HIV/AIDS pandemic among the diseases have a negative impact to morbidity and mortality such that the orphaned and widowed rates recorded in the district at 4.6 percent and 6.2 percent, respectively are the highest in the region.

2.1.8 Land Development

Land use planning is a key aspect for development of both urban and rural areas of any district in the country. The land needs in urban areas are dominated by the demand for building plots for residential, commercial, institutional and industrial

purposes. In rural areas agricultural and other production activities are the major needs for land.

2.1.9 Education Secondary

There are 17 secondary schools one for each wards in the District and of these 1 secondary school is privately owned, while 16 are Government owned.

2.1.10 Cross Cutting Issues

To balance gender, the Tabora District Council has given first priority to women in the community and involves them on all levels of decision making. This gives a change to empower themselves with most socio-economic issues that cut across development spectrum. Also, in enrolment of pupils by classes and sexes considers gender issues.

HIV/AIDS

Each year, the District commemorate World's Aids day (1st December). On that day the District Health Specialists provide medical advice to the community on the importance of HIV/AIDS check up regularly, methods and tools on how to protect themselves from being infected as well as the proper use of ARV's.

Following a National HIV/ AIDS policy, any district worker who voluntarily declares to be HIV victim will have moral, material and financial support until death. Nevertheless, all issues concerning HIV/AIDS are handled by district and Ward HIV/Aids Committees that are formed under National HIV/AIDS policy.

Environment

The District provides education to 24 wards and 122 villages regarding the side effects of environmental degradation and the essence of conserving environment. However, a special campaign on planting more trees has been initiated to get rid of soil erosion and its associated hazards, this helps in sustaining Ecosystem that supports both Flora and Fauna.

2.1.11 Poverty

Poverty is the major challenge towards development in the District. To curb problem, the District has initiated several development schemes to economically empower the community. More than Women & Youth economic development groups were initiated since 2007/2008. Until the year 2010/2011, the District has succeeded to promote Small and Medium Enterprises (SME's) where small business such as Carpentry, Agribusiness and Livestock keeping were initiated through TASAF, WDF, YDF in collaboration with the Council.

2.2 Mandate

The Tabora District Council is mandated through the Local Government Authorities Act No. 7 of 1982, section 8 and 9 and amended by Act No 6 of 1999. The Tabora District Council came into operation on the 1st day of January, 1983.

2.3 Roles and Functions

The roles and functions of Tabora District Council are divided into two groups namely, basic functions and general functions as stipulated in Local Government Act No. 7 of 1982 section 111 as follows:

1. To ensure and facilitate the existence of peace, tranquility and good governance in the Council,
2. To enhance social and economic development to all communities living in the Council,
3. To legitimately confer its political, financial and administrative authorities to lower levels of villages and wards,
4. To develop and enhance participation of the people through democratic principles in making decisions on matters that affect them,
5. To innovate sources of income and other sources of wealth creation to enable the council develop capacity for the provision of sustainable services and enhance financial accountability of the council to its stakeholders.

2.4 Existing Vision and Mission of the 2009/10 – 2011/2012 strategic plan

The vision and mission statements that guided Tabora district council's operation in the Strategic Plan of 2009/10 – 2011/2012 were as follows: -

2.4.1 Current Vision

The vision of the district is to be a council which is capable in providing quality and sustainable social and economic services to the community by 2015.

2.4.2 Current Mission

Mission statement of the district is to provide and facilitate the provision of quality, sustainable social and economic services through participation of all stakeholders.

2.5 Performance Review

Performance of Tabora District Council was reviewed by assessing the achievements for the period 2008/09 – 2011/2012 that the Council has been implementing its Strategic Plan. The review was based on Departmental Objectives developed by the Plan of 2008/09 – 2011/2012. Challenges faced during implementation of the plan were identified and later the way forward for improvement was proposed. Status of the implementation of each department and sections were shown in Table 2.1

Table 2.1: Performance Review for 2008/09 – 2011/2012 SP

Administration and Human Resource			
Goal	Achievement	Challenges	Way Forward
Improve capacity of staff and infrastructure	1. Training for capacity building to staff have been done 2. Infrastructure at office work have been improved	1. Shortage of funds 2. Delay in disbursement of funds from PMO RALG	Continue with capacity building to staff
Establish mechanisms for	Mechanisms for staff motivation have been	N.A	N.A

staff motivation	established and it is in operation		
Create awareness to staff on HIV/AIDS	Awareness to staff on HIV/AIDS have been done	Rigidity of people in changing their behavior	Provide more education to staff and people especially the youth on HIV/AIDS
Access and quality of social services improved by 2012	Quality of social services in the district have improved	1.Shortage of funds 2.Delay in disbursement of funds from PMO RALG	Improve social service in the district
Good governance and administrative services improved by 2012	Training on good governance to village leaders has been conducted	Little budgetary allocation	Provide more education on good governance
To ensure transport facilities and working tools are available by 2012	1.Three (3) vehicles have been procured 2.Few working tools have been acquired	Little budgetary allocation	Procure more transport facilities and equipments
Legal Affair			
Goal	Achievement	Challenges	Way Forward
To ensure the council execute its activities in accordance of laws, regulations and existing guidelines	1.By laws have been formulated and approved 2.Ward tribunals have been established	Lack of knowledge on legal matters to members of ward tribunals	Provide education on legal matters

Land, Natural resources and Environment			
Goal	Achievement	Challenges	Way Forward
Increase number of surveyed plots at Isikizya	400 plots have been surveyed	1. Shortage of staff 2. Little budgetary allocation	Recruit qualified staff
Management and conservation of natural resources through participatory approach for sustainable utilization	People have been involved in the conservation of natural resources	1. Shortage of staff 2. Shortage of working tools	Acquire more working tools
To procure one vehicle	Purchasing of new vehicle has not been done	Little budgetary allocation	Procure one vehicle
Prepare land use plan for four village at Isikizya	4 villages have prepared their land use plan	1. Little budgetary allocation 2. Shortage of staff and working tools	Acquire working tools and transport facilities
Education-(1) Secondary Education			
Goal	Achievement	Challenges	Way Forward
To improve capacity in secondary schools	1. Number of qualified teachers in secondary schools has reached 163 2. 40 staff have been trained in different	Little budgetary allocation	Recruit more qualified teachers especially for science and

	courses		mathematics subjects
Improve learning environment in secondary schools	Infrastructure in secondary schools are at 30%	1.Little budgetary allocation 2.Shortage of staff and working tools	Improve learning environment
Education-(2) Primary Education			
Goal	Achievement	Challenges	Way Forward
To enroll all school aged children and emphasize attendance	Enrollment rate for school aged children is at 98%	Few parents do not see the importance of education	Ensure 100% enrollment
Improve human resource in primary education	Teachers' pupil ratio is at 1:56	Little budgetary allocation	Improve human resource
To improve teaching and learning environment	1.Pupils' desk ratio is at 1:5 2.Pupils class ratio is at 1:50 3.Pit latrines are at 36% of the total requirement 4.Pass rate at standard four examination is at 89% 5.Pass rate at standard seven examination is at 55.5% 6.Pupils book ratio is at 1:3	1. Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG	Improve teaching and learning environment
Sensitize the	Seminars have been	Shortage of fund	Continue with

community on the importance of education	conducted to different villages		sensitization program
Sensitize pupils and teachers on HIV/AIDS and epidemics	Pupils and teachers have been sensitized on HIV/AIDS and epidemics	Shortage of fund	Continue with sensitization program to pupils and teachers
Health			
Goal	Achievement	Challenges	Way Forward
Increase number of human resource in health sector	Number of qualified human resource in health sector has reached 30%	Little budgetary allocation	Improve human resource in health sector
Improve health services in the district	1.Number of health facilities in the district have reached 46 2.Malaria prevalence rate is at 78/1000	1.Little budgetary allocation 2.shortage of staff	Increase number of health facilities in the district
Reduce HIV/AIDS prevalence in the district	HIV prevalence is at 3.8%	Rigidity of community on behaviour change	Provide more training to peer educators on community behavior change
Improve maternal and child health services	1.Under five mortality rate stand at 51/1000 2.Maternal mortality rate is at 98/100,000	1.Shortage of staff 2. Little budgetary allocation	1.Recruit more staff 2.Improve health services in the district especially for

			children under five years and mothers
Cooperative			
To strengthen 48 primary cooperatives union	<ol style="list-style-type: none"> 1. 26 cooperatives have been established 2. 28 cooperative unions have been strengthened 3. Auditing has been done to 54 cooperatives and 12 SACCOS 	<ol style="list-style-type: none"> 3. Little budgetary allocation 4. Delay in disbursement of funds from PMO RALG 	<ol style="list-style-type: none"> 1. Strengthen cooperatives unions 2. Facilitate establishment of new SACCOS
Facilitate establishment of cooperative societies	15 Cooperative societies have been established	<ol style="list-style-type: none"> 1. Shortage of staff 2. Little budgetary allocation 	Facilitate establishment of more cooperative societies
Agriculture			
Goal	Achievement	Challenges	Way Forward
Introduce irrigation in potential areas	<ol style="list-style-type: none"> 1.3600m tertiary canal at Miswaki irrigation scheme have been constructed 2.One deviation weir at Shitage village have been constructed 	<ol style="list-style-type: none"> 1.Little budgetary allocation 2.Delay in disbursement of funds from PMO RALG 	Improve food production in the district
To carry out feasibility studies	Feasibility studies and detail design for 2700Ha	N.A	N.A

and detail design for 2700Ha at Loya	at Loya have been done		
To facilitate 1 farmer group in Miswaki to acquire processing machine and packing materials	One (1) farmer group in Miswaki have been facilitated to acquire processing machine and packing materials	N.A	N.A
Facilitate use of improved varieties, fertilizers and mechanization	1. Use of improved seeds have increased 2. Use of fertilizers have increased 3. Use of mechanization have increased in the district	1. Shortage of staff 2. Shortage of funds	Increase use of fertilizers and mechanization
Livestock			
Goal	Achievement	Challenges	Way Forward
Incidences of Livestock Diseases Reduced	1. Three dip tank were constructed 2. Vaccine for CBPP, Rabies and LYMPY SKIN were made available	1. Little budgetary allocation 2. Diseases outbreak	Provide more education to livestock keepers
Increase the number of staff from 10 to 24	Number of staff increased from 10 to 15	Little budgetary allocation	Recruit more staff to meet the demand
Improve data collection at all levels	Staff at all level were trained on data collection	Shortage of staff	Recruit more staff
Improve transport and equipments	Two motorcycles were purchased	Little budgetary allocation	Acquire more transport

status			facilities
Animal production and productivity improved	<ol style="list-style-type: none"> 1. Distribution of 20 dairy cattle to 4 farmers group in 4 villages 2. Two villages demarcated grazing land 	Little budgetary allocation	Improve animal production and productivity
Livestock extension services Improved	Four farmer groups were trained on proper animal husbandry	<ol style="list-style-type: none"> 1. Shortage of staff 2. Little budgetary allocation 	Train more farmers
Planning and Trade			
Goal	Achievement	Challenges	Way Forward
Coordinate and provide advise to socio-economic development activities	Socio-economic development activities have been coordinated	<ol style="list-style-type: none"> 1. Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 	Continue with coordination of development activities
Train human resources on project planning, monitoring and evaluation	20 staff have been trained on project planning, monitoring and evaluation	Untimely provision of Budget ceiling	Train more staff
Allocate areas for marketing activities	Few areas have been located for marketing activities	<ol style="list-style-type: none"> 1. Little budgetary allocation 2. Shortage of staff 	Recruit more staff

Advice financial institutions to review their loans conditions	Three (3) financial institutions have been advised to review their loans conditions	Rigidity of the institutions to review their loans conditions	Continue with the initiatives
Collect and disseminate data to stakeholders	<ol style="list-style-type: none"> 1. Ward project committee have been trained on data collection methods 2. Data have been collected and disseminated to stakeholders 	<ol style="list-style-type: none"> 1. Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 	Continue with collection of data from lower level of administrative system
Community Development			
Goal	Achievement	Challenges	Way Forward
Community participation in development issues enhanced	<ol style="list-style-type: none"> 1. Number of community development workers has increased 2. Community awareness on micro project activities has increased 	<ol style="list-style-type: none"> 1. Shortage of staff 2. Limited funds have been the main challenge 	Facilitate formation of more economic groups
Amount of loan provided to women groups increased	<ol style="list-style-type: none"> 1. More women economic groups have been formed 2. Funds to women groups have increased 	Delaying of funds to make intervention of the planned activities	Facilitate formulation of more women economic groups
Working facilities improved	Office equipments and tools have been	Little budgetary allocation	Acquire transport

	acquired		facilities and modern equipments
Funds to support Disabled, orphans and widows allocated	In each financial year during implementation of the SP funds were allocated	1. Shortage of staff 2. Little budgetary allocation	Continue supporting the vulnerable groups
Finance			
Goal	Achievement	Challenges	Way Forward
Enhance revenue collection in the district	1.Potential sources of revenue have been tapped by the council 2.Training to tax payers on the importance of paying local taxes to the council have been conducted	1.Shortage of staff 2.Shortage of transport facilities for revenue collectors	1.Recruit more staff 2.Improve transport facilities for revenue collection
Improve financial management system	1.EPICOR system have been installed 2.Accurate and reliable revenue data bank have been established	EPICOR system has not yet being installed at Isikizya Headquarter	Install the system at District's Headquarter
Improve knowledge of staff on financial management	1.Proper training have been conducted to accountants 2.Training to HODs and accounting staff have been conducted	Few staff have been trained	Train more staff on financial management

Water			
Goal	Achievements	Challenges	Way Forward
Accessibility to safe and clean water increased from 40.1% to 75% by June 2012	<ol style="list-style-type: none"> 1. 112,000 Households sensitized have been sensitized on rain water harvesting technology 2. Water Tanks have been constructed in 14 secondary schools and 35 primary schools 3. Two (2) Water supply schemes have been constructed and 2 water supply schemes have been rehabilitated 4. Thirty (30) Bore Holes Drilled and 51 shallow wells constructed 	<ol style="list-style-type: none"> 1. Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 	Drill more shallow wells and deep wells in the district
Coordination Mechanism among different stakeholders in the District Strengthened	Four (4) meetings and one seminar was conducted	Little budgetary allocation	Continue with coordination

Introduction of district data base	Database introduced	N.A	N.A
Water sources and environment protected and conserved by June 2012	Environmental conservation conducted by village water committees and water user groups	Little budgetary allocation	Continue protecting water sources and environment
Integrating water sanitation and hygiene education by June 2012	Seminar conducted to CWST, VWC and WUGs	1. Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG	Continue with provision of education
Works			
Goal	Achievements	Challenges	Way Forward
Roads/bridges infrastructure improved by 2012	1. District roads have been maintained as planned 2. Feeder roads have been maintained 3. Bridges and culverts have been constructed to ensure roads are passable throughout the year	1. Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 3. Low community participation in roads construction	Continue with improvement of district roads and construct new roads at district headquarters
Enough funds for	1. Funds from other	1. Little	Solicit more

roads/bridges available by 2012	sources have been acquired 2. Funds from existing sources have been received every year	budgetary allocation 2. Delay in disbursement of funds from PMO RALG	funds from different sources
Procurement Management Unit (PMU)			
Objective	Achievements	Challenges	The Way Forward
To coordinate and manage procurement of goods and services	1. Goods and services have been procured as planned 2. Value for money have been ensured 3. Complains from tenderers has decreased 4. Staff have been trained (PPRA)	1. Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 3. Long process in offering tender which lead to complains 4. Shortage of staff	1. Ensure procurement are done by following procedures 2. Recruit more staff on the unit

NA means Not Applicable

2.6 Stakeholders Analysis

The stakeholders' analysis was carried out to investigate different customers of Tabora District Council. Type of service offered by the council to the customer was identified, followed with what the customer expected from the council. The result of this analysis is as seen in Table 2.2.

Table 2.2 Stakeholders Analysis

S/N	Name of Stakeholder	Service provided by Council	Stakeholder Expectation
1	The Community	<ol style="list-style-type: none"> 1. To facilitate their access to quality social, economic and good governance services 2. Habitable environment 3. Information on council's activities 	<ol style="list-style-type: none"> 1. To get quality and timely services 2. To get information and various report from the Council 3. Timely response to questions and queries
2	Suppliers and Contractors	<ol style="list-style-type: none"> 1. Award of Tender 2. Payments 3. Supervision 4. Answers to questions and queries raised 	<ol style="list-style-type: none"> 1. Timely award of tender 2. Timely payments 3. Accountability and transparency 4. Good cooperation 5. Timely response to questions and queries
3	Council staff	<ol style="list-style-type: none"> 1. To put in place conducive environment for staff 2. To provide them with working tools 3. To translate and implement staff scheme of 	<ol style="list-style-type: none"> 1. To be given their employment benefits and other legal payments 2. To see that their working environment have been improved 3. Timely response to questions and queries

		<p>service</p> <p>4. Provide staff remuneration and motivation</p>	
4	NGOs	<p>1. To provide technical supervision</p> <p>2. To provide advices</p> <p>3. To provide conducive environment for the NGOs to operate</p>	<p>1. To access a conducive environment for collaboration and cooperation</p> <p>2. To get quality services</p> <p>3. To access information from the Council</p>
5	TABORA RS	<p>1. Information on council's operations/ activities</p> <p>2. Reports on development projects funded by Central Government</p> <p>3. Implementation of policies</p>	<p>1. Timely submission of quality reports and information</p> <p>2. Timely and quality reports on development projects</p> <p>3. Timely submission of audit reports</p>

6	PM-RALG	<ol style="list-style-type: none"> 1. Information on council's operations/ activities 2. Reports on development projects funded by Central Government 3. Audit reports 4. Special reports 	<ol style="list-style-type: none"> 1. Timely submission of quality reports and information 2. Timely and quality annual performance reports 3. Timely submission of audit reports and special reports
7	MDAs	<ol style="list-style-type: none"> 1. Information on council's operations/ activities 2. Annual and periodic performance reports 	<ol style="list-style-type: none"> 1. Timely submission of quality reports and information 2. Timely and quality annual performance reports
8	Central Government	<ol style="list-style-type: none"> 1. Implementation of policies and guide line provided 2. To link the central government and community 3. To advice as and when required 	<ol style="list-style-type: none"> 1. The council will implement its policies/guide lines 2. The council provides quality services to the community 3. Get information and reports from the council
9	Financial Institution NMB/SACCOS	<ol style="list-style-type: none"> 1. To put in place a conducive 	<ol style="list-style-type: none"> 1. To be effectively involved in the

		<p>environment for the institutions to operate</p> <p>2.To educate the community on the importance of these financial institutions</p>	<p>council development process</p> <p>2.To receive information and reports on time</p> <p>3.Increase in customers</p>
10	Development Partners (DP)	<p>1.Provide conducive environment for investing</p> <p>2.Linking the investors with the community</p> <p>3.Provision of technical advice</p>	<p>1.To access and utilize the conducive environment for investing</p> <p>2.To be able to get appropriate cooperation in discharging their responsibilities</p> <p>3.To avail and use available information as and when required</p>
11	Communication Institutions (TTCL,AIRTEL,VODACOM and TIGO)	<p>1.A conducive environment for operating is provided</p> <p>2.To educate the community on the need for the services provided by the</p>	<p>1.The community will continue to use their services</p> <p>2.To receive and use information provided by the council</p>

		communication Institutions	
12	Councillors	<ol style="list-style-type: none"> 1. To present various implementation reports 2. To be remunerated each month 3. Full collaboration and cooperation with council staff 	<ol style="list-style-type: none"> 1. To avail their remuneration and motivation timely 2. To receive the needed information and report timely
13	Business community	<ol style="list-style-type: none"> 1. Provision business license 2. Establishment of business places 3. Business consultancy 4. Ensuring security among businessmen 5. Provision of laws, regulations and guidelines 	<ol style="list-style-type: none"> 1. 1.Timely provision of license 2. Conducive business environment 3. Good cooperation 4. Accurate and timely information on business matter 5. Security of their properties
14.	Mass Media	<ol style="list-style-type: none"> 1. Information on council's operations/ activities 2. Answers to 	<ol style="list-style-type: none"> 1. Timely and accurate information on council activities 2. Timely response to questions and queries

		questions and queries raised	3. Good cooperation and recognition
15	Religious Institutions	1. A conducive worship environment 2. Avail them with information	1. Cooperation and collaboration 2. Timely provision of Information

2.7 SWOC Analysis

Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

SWOC Analysis was done by involving Tabora District Council Management Team, and stakeholders during the Strategic Plan process. Analysis was done by looking at the strengths and weaknesses which are internal factors which influence Council's performance positively and negatively, respectively. Also the external analysis was done by identifying opportunities and challenges (external factors) which affect Council's operations. The analysis was done by looking at different criteria such as leadership, human resource, process to deliver services, policies and strategies, financial resources and technology as summarized in Table 2.3

Table 2.3: SWOC Analysis

Criteria	Strengths	Weaknesses
Leadership	1. Experienced leadership 2. Presence of strong and committed leaders 3. Conducting of periodic meetings	1. Inadequacy of knowledge and skills on administration and management to some of the leaders 2. Inadequate working tools
Human Resource	1. Presence of skilled and unskilled personnel 2. Team work spirit	1. Inadequate human resource in some departments 2. Presence of some unqualified staff

Criteria	Strengths	Weaknesses
	<ul style="list-style-type: none"> 3. Committed and dedicated human resource 4. Presence of staff training programme 	<ul style="list-style-type: none"> 3. Low motivation 4. Inadequate office working tools
Processes to deliver services	<ul style="list-style-type: none"> 1. Ability to offer tender and high quality service 2. Ability to provide quality service timely 3. Ability to provide guidelines and instruction 4. Accountability and transparency 	<ul style="list-style-type: none"> 1. Untimely payment to service providers 2. Inadequate communication among departments 3. Inadequate working tools 4. Inadequate database management system
Policy and strategies	<ul style="list-style-type: none"> 1. Presence of District Strategic Plan 2. Government commitment to plans and budget 3. Presence of bylaws, directives, rules and regulations 	<ul style="list-style-type: none"> 1. Inability to implement fully the district plans 2. Inability to translate policies and strategies correctly
Financial Resources	<ul style="list-style-type: none"> 1. Availability of reliable sources of revenue 2. Presence of strong mechanism for financial management 	<ul style="list-style-type: none"> 1. Low and delayed revenue collection 2. Under collection of Revenues
Technology	<ul style="list-style-type: none"> 1. Presence of data management system 2. Qualified professional 	<ul style="list-style-type: none"> 1. Inadequate professional staff 2. Poor infrastructure 3. Inadequate working tools

Criteria	Strengths	Weaknesses
	staff to cope with changing technology	
The community	<ol style="list-style-type: none"> 1. Presence of training institutions 2. Cooperation available from different stakeholders 3. Existing peace and tranquillity 	<ol style="list-style-type: none"> 1. Low education status 2. Presence of negative cultural traits

Criteria	Opportunities	Challenges
Leadership	<ol style="list-style-type: none"> 1. Government stability 2. Support from Central Government 3. Availability of training Institutions 4. On-going public service reform 	<ol style="list-style-type: none"> 1. Willingness of political leaders to support development activities 2. Political influence on technical issues 3. Delay in decision making
Human Resource	<ol style="list-style-type: none"> 1. Availability of human capital in the labour market 2. Government support 3. Availability of training institution to impart knowledge 4. The on-going public service reforms 	<ol style="list-style-type: none"> 1. Limited budget 2. Political influence 3. HIV/AIDS pandemic 4. Effective use of technical assistance 5. Maintaining gender balance 6. Available training materials and the council' s needs
Processes to deliver services	<ol style="list-style-type: none"> 1. Availability of various process technologies in the market 	<ol style="list-style-type: none"> 1. Limited budget 2. Low awareness among stakeholders on council payment

Criteria	Opportunities	Challenges
	<ul style="list-style-type: none"> 2. The on-going public sector reform 3. Availability of Public Procurement Act and Public Finance Act 4. Support from Banks 5. Support from Central Government 	<ul style="list-style-type: none"> procedures 3. Poor infrastructure 4. Adherence to laws, rules and regulations
Policy and strategies	<ul style="list-style-type: none"> 1. Presence of Local Government Act of 1982 2. Presence of defined Policies and guidelines from Central Government 3. Presence of MKUKUTA II 4. Presence of Vision 2025 5. Ruling Party Election Manifesto 	<ul style="list-style-type: none"> 1. Frequently changes in policies and strategies 2. Changes in policy priorities 3. Low awareness among council staff on policies, directives, rules and regulations
Financial Resources	<ul style="list-style-type: none"> 1. Support from the Government 2. Presence of financial institutions 3. Support from Development Partners 	<ul style="list-style-type: none"> 1. Maintaining sufficient and continuous flow of funds 2. High interest rates charged by financial institutions 3. Insufficient incentives and motivation packages
Technology	<ul style="list-style-type: none"> 1. Availability of modern technology in the market 2. Presence of training institutions to build 	<ul style="list-style-type: none"> 1. Capacity to cope with changing technology 2. Change of technology frequently

Criteria	Opportunities	Challenges
	capacity of staff in changing technology 3. The on-going public sector reform	

2.8 Recent Initiatives

The following activities were not in the previous strategic plan but were accomplished by different departments in collaboration with different stakeholders:

1. Construction of five (5) classrooms and two teachers' houses donated by Total Land Care
2. Drilling of 9 boreholes in collaboration with TLCT and 14 Boreholes in collaboration with Millennium Mbola
3. National Sanitation Campaign aimed at improving pit latrines
4. Construction of Major Operating Theatre at Upuge Health Centre
5. Construction of Maternity ward in five (5) Dispensaries
6. The Council received three (3) motorcycle ambulances from MOHSW
7. Construction of four charcoal dams and construction of four godowns
8. Support of school learning materials from Development Partners
9. Distribution of 20 dairy cattle to farmers

2.9 Critical Issues for this plan are:

The following issues are very critical to Tabora District Council and need to be addressed in the new strategic plan of 2013/2014 – 2017/2018:

1. Shortage of staff and working tools
2. Implementation of Big Result Now (BRN)
3. Prevalence of diseases and infant and maternal death
4. Inadequate supply of clean and safe water
5. Inadequacy of school infrastructures

6. Low productivity in agriculture and livestock
7. Low participation of community in development projects
8. Inadequate number and participation of community in cooperative societies
9. Inadequate knowledge on the implementation of quasi-judicial bodies for Ward Tribunals and Village Councils
10. Shortage of safe and clean water in some villages
11. Improvement of district infrastructures

CHAPTER THREE

3.0 VISION, MISSION LONG-TERM GOALS, DISTICTIVE COMPETENCIES AND VALUES

This chapter presents the developed vision and mission statements, long term goals, distinctive competences and core values of Tabora District Council for the period 2013/2014 – 2017/2018.

3.1 Vision

“A council which is capable in providing quality and sustainable Social and Economic services to the community”.

3.2 Mission

Mission statement of the district is to provide and facilitate the provision of quality, sustainable social and economic services through participation of all stakeholders.

3.3 Long-Term Goals

In order to realize its vision and mission Tabora District Council’s current and long-term goals are:

1. Services Improved HIV and AIDS infections reduced
2. Enhance, sustain and effective implementation of the National Anti-corruption strategy
3. Access and quality social services improved
4. Economic services and infrastructure enhanced
5. Good governance and Administrative services improved
6. Natural resources and environmental management sustained
7. Gender and welfare enhanced
8. Emergence preparedness and disaster management enhanced

3.4 Distinctive Competencies

The following are the observed distinctive competencies within Tabora District Council:

1. Presence of Millennium Mbola Village
2. Production of honey of very high quality
3. Only district in Tabora region which borders all districts
4. Presence of TURA quarry
5. Large part of Wembere Swamp is found in Uyui District which allow agriculture and fishing activities to take place
6. A district which is very close to Region headquarter

3.5 Values

The operationalisation of the Tabora District Council vision and mission is guided by the following values:

Best resource utilization

Tabora DC is an organization that values and uses public resources in an efficient, economic and effective manner.

People's focus

We focus on stakeholder's needs by building a culture of customer care and having competent and motivated workforce.

Objectivity

We are an important institution offering advisory services and technical support to our customers in an objective and unbiased manner.

Excellence

Tabora DC staff undertakes their activities objectively, maintain highest degree of professionalism and ethical standards, building value added relationship with customers and stakeholders to deliver quality services.

Team work

Staff of Tabora DC value team work, putting together diverse expertise to achieve the goals of the Council.

CHAPTER FOUR

4.0 STRATEGIC GOALS, STRATEGIC OBJECTIVES, TARGETS AND STRATEGIES

The Strategic Plan Matrix for Tabora District Council is presented based on different strategic goals from which area of operation or department concern is identified with its strategic objective. Strategies and targets to achieve the departmental objectives are indicated in the plan matrix.

4.1 Strategic Goal One

To ensure that services related to general administration and human resource management, audit of Council assets, legal services, procurement and ICT are efficiently and effectively provided.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.1.1 Administration and Human Resource Management	Manage human resources of the council in provision high quality social service to stakeholders and maintain good governance for improving better live of the community.	Attract and retain highly professional skilled employees through provision of incentives and fringe benefits	<ol style="list-style-type: none"> 1. 144 motorcycles for WEOs and VEOs purchased by June 2018 2. 19 houses for Head of Department and Units constructed by June 2018 3. Mattress, beds and bed sheets for newly employees provided by June 2018

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			4. Statutory and voluntary allowances of employees and councilors paid by June 2018
		Train and develop employees of the council	1. Short and long course training to 540 employees conducted by June 2016 2. On job training to council officials conducted by June 2018. 3. Training to councillors conducted by June 2018 4. Induction courses for newly recruited employees facilitated by June 2018
		Ensure implementation of Open Performance Review and Appraisal System	Open Performance Review and Appraisal System (OPRAS) conducted annually

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		Create good working environment of the council employees	<ol style="list-style-type: none"> 1. Stationery and working tools to employees purchased by June 2018 2. Twenty (20) commendable houses for employees allocated in remote areas of the council constructed by June 2018.
		Establish complaints and opinion desk of the council	<ol style="list-style-type: none"> 1. Two (2) complaints and opinion desk established by June 2013 2. 24 opinion box at ward level installed by June 2018
		Develop, sustain and enhance effective implementation of the National Anti-Corruption Strategy	<ol style="list-style-type: none"> 1. Hotline numbers to chairman of the council, District Executive Director and Chairman of ethics committee created by June

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			<p>2018.</p> <p>2. 20 quarterly meetings of ethics committee conducted by June 2018.</p> <p>3. Bonus to citizen and stakeholders for corruption incidences and conduct provided by June 2018</p>
4.1.2 Legal Affairs	To ensure adherence of rule of law and improvement of legal services in the district	Convene village council meetings as per schedules	120 village council meetings conducted by 2018
		Prepare and review the existing by-laws for purpose of improving	<ol style="list-style-type: none"> 30 existing by-laws reviewed by June 2018 New 20 by-laws prepared by 2018
		Facilitate the village, ward and council policy making bodies to enact relevant and effective by-laws.	Village, ward and council policy making bodies facilitated to enact relevant by-laws by June 2016.
		Conduct training to Village Councils and Ward	All 24 Ward Tribunals and 120 Village Councils trained by

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		Tribunals on implementation of quasi-judicial bodies	June 2018
		Advocacy and preventing the organisation from litigations and conflicts	<ol style="list-style-type: none"> 1. Council by-laws are publicized at village and ward level by June 2018 2. All guidelines and policies are well interpreted and disseminated to 120 villages and 24 wards by June 2018
		Provide legal opinion and ensure organization adhere to policies and laws of the land	Legal opinion on procurement procedures and on administrative matters provided by 2018
4.1.3 Procurement Management Unit	To ensure that procurements procedures followed by the Council are in line with the Procurement Act (2004) and its	Prepare and follow procurement plan based on the requirements	Procurement plan prepared annually
		Procure goods and services timely depending on the needs	Goods and services procured annually

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
	regulations	Equip procurement unit with modern equipments and software	Procurement unit equipped with modern equipments and software by June 2016
		Prepare and submit procurement report quarterly and annually	Procurement report prepared and submitted quarterly and annually
		Improve and maintain effective procurement operations for efficient use of council financial resources	Procurement operations improved by June 2018
		Develop and update council property base and valuation of council assets	Data base for Councils' properties updated annually
4.1.4 Internal Audit	To ensure district financial resources are efficiently, effectively and economically utilized	Evaluate and improve the effectiveness of risk management, control and governance process	Effectiveness of risk management, control and governance process evaluated and improved by June 2018
		Ensure effective and timely	Financial auditing and inspection for each

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		financial auditing and inspection of reports	department for 6 accounts conducted by June 2018
		Ensure internal audit unit with modern equipments and software	Internal audit unit equipped with modern equipments and software by June 2018
		Ensure number of audited projects in the district increased	All projects in the district audited by June 2018
4.1.5 ICT	To provide technical expertise and services on application of ICT	Coordinate preparation of ICT strategic plan, guidelines and procedure	ICT strategic plan, guidelines and procedure prepared by June 2018
		Coordinate development of ICT standards at the Council	Development of ICT standards coordinated by June 2018
		Facilitate acquisition of software and hardware at the Council	Software and hardware acquisition ensured by June 2018
		Ensure use of ICT in data collection, storage, processing,	Use of ICT in data collection, storage, processing, analysis,

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		analysis, reporting, dissemination and archiving	reporting, dissemination and archiving ensured by June 2018

4.2 Strategic Goal Two

Ensure district development plan and financial resources assist the community of Uyui district for poverty reduction and improvement of the council's operations.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.2.1 Planning and Coordination	Prepare and coordinate development plans in order to improve economic status and reduce poverty among Uyui communities	Ensure council plans are prepared by using O&OD planning methodology	Council plans prepared by using O&OD planning methodology by June 2018
		Establish an effective coordination mechanism for all departments and sections' functions	Effective coordination mechanism established in 13 departments and 6 sections by June 2018
		Put in place an effective participatory planning framework from all	Effective participatory planning framework for 13 departments and 6 sections in

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		departments, sections and intervention levels	place by June 2014
		Coordinate and provide advise to socio-economic activities in the district	Coordination and advise on socio- economic activities enhanced to 24 wards by June 2018
		Coordinate and Prepare project implementation reports	Project implementation reports prepared by June 2018
		Establish and ensure effectiveness of donor funded project to support development in the district	Five (5) donor funded projects assured by June 2018
		Ensure conducive working and enabling environment to staff	Conducive working and enabling environment to 4 planning staff improved by June 2018
		Coordinate and supervise collection of reliable statistics in	Effective and reliable statistics maintained by June 2018

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		the district	
		Improve planning and budgeting skills among council leaders and staff	50 staff and 24 leaders trained in budgeting skills by June 2018.
		Recruit more qualified staff in the department	Number of staff in the department increased from 4 to 7 by June 2018
	2.Emergence preparedness and disaster management enhanced	Provide training on emergence preparedness and disaster management in the district	Training to 6 staff and communities from 34 wards on emergence preparedness and disaster management by June 2018
		Ensure availability of emergence preparedness tools	Emergence preparedness tools procured by June 2018
		Conduct monitoring and evaluation on implementation of emergence preparedness and disaster	Monitoring and evaluation on implementation of emergence preparedness and disaster management

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		management	conducted by June 2018
4.2.2 Finance	To improve revenue collection and ensure viable spending of council financial resources	Ensure council revenues are adequate and effectively to support district financial demands	Council revenue increased by June 2018
		Facilitate financial department with modern equipments, software and transport facilities to meet modern financial systems requirements.	Finance department equipped with equipments, software and one (1) vehicle by June 2018
		Ensure proper records on revenues and expenditure.	Proper records on revenues and expenditure ensured by June 2018
		Ensure capacity building to finance staff	1. Five (5) staff in finance department trained by June 2015 2. Recruit qualified staff in the department

4.3 Strategic Goal Three

Ensure best social services are provided to meet the demand of all stakeholders of Uyui District.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.3.1 Education	Enhance the quality of education in Uyui district	Improve and monitor human resource at secondary schools	<ol style="list-style-type: none"> 1. Number of staff trained increased from 40 to 150 by June 2018 2. Increase number of qualified teachers at secondary schools from 163 to 350 by June 2018
		Improve teaching and learning environment at secondary schools	<ol style="list-style-type: none"> 1. Enough infrastructure constructed from 30% to 94% in every school by June 2018 2. Enough text books procured by June 2018
		Sensitize the community on the importance of education.	114 meeting for community sensitization on importance of education conducted by June 2018.
		Improve students	1. Students

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		performance in all secondary schools	enrollment and attendance monitored by June 2018 2. Recruit 70% science and mathematics teachers
		Enroll all school aged children and emphasize attendance	Enrolment rate increased from 98% in July 2013 to 100% by June 2018.
		Improve human resources in primary schools	Teacher's pupils' ratio reduced from 1:56 in July 2013 to 1:40 by June 2018.
		Increase number of classroom in all primary schools in the district	Pupil's class ratio reduced to 1:40 by June 2018.
		Increase number of desks in primary schools to meet the standards	Pupils' desk ratio reduced from 1:5 in July 2013 to 1 desk for 3 pupils (1:3) by June 2018.
		Increase number on pit latrine in primary schools	Number of pit latrine increased from 36% in July 2013 to 100% by June 2018.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		Improve pupils performance in the examinations	<ol style="list-style-type: none"> <li data-bbox="1068 296 1367 604">1. Pass rate in standard four examination increased from 89% in July 2013 to 100% by June 2018 <li data-bbox="1068 632 1357 989">2. Pass rate in standard seven examination increased from 55.5% in July 2013 to 85% by June 2018 <li data-bbox="1068 1016 1360 1325">3. Subjects seminars and workshops to 4800 primary school teachers conducted by June 2018 <li data-bbox="1068 1352 1354 1661">4. Capacity building to 24 wards coordinators and 114 head teachers assured by June 2018.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.3.2 Health	To improve quality of health service delivery through health promotion (preventive and curative) to the community	Enhance health promotion and education to the community	<ol style="list-style-type: none"> 1. Immunization coverage increased from 97% to 100% by June 2018 2. Number of households enrolled to CHF increased from 5% to 30% by June 2018 3. Number of registered traditional healers increased from 123 to 200 by June 2018
		Increase number of health facilities in the district	Number of health facilities increased from 46 to 68 (1 District Hospital, 6 Health centres and 61 Dispensaries) by June 2018
		Ensure significant reduction of number infant, child and maternal mortality in the district	<ol style="list-style-type: none"> 1. Under five mortality rate reduced from 51/1000 to 34/1000 by June 2018 2. Maternal mortality rate reduced from

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			98/100,000 to 50/100,000 by June 2018
		Ensure availability of transport facilities and equipments in health department	Equipments and transport facilities acquired by June 2016
		Improve Collaboration with NGOs and partners in addressing HIV/AIDS and Malaria pandemics	Collaboration with NGOs and partners in addressing HIV/AIDS assured by June 2014
		Increase awareness on HIV/AIDS among health care workers	Awareness on HIV/AIDS among health care workers increased by June 2018
		Ensure significant reduction of malaria and sexual diseases including HIV/AIDS	1. Malaria prevalence rate reduced from 78/1000 to 39/1000 in 2018 2. HIV prevalence reduced from 3.8% to 2.8% by June 2018
		Improve working environment to all staff	Conducive working environment ensured by June 2018
		Improve sanitation	Sanitation and hygiene

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		and hygiene at household level, schools, public places in all villages	improved to all villages by June 2018
		Ensure capacity building to health staff	Number of skilled human resource in health sector increased from 30% to 50% by June 2018
4.3.3. Water supply and sanitation	To proportion of rural people with access to clean and safe water from 53% to 65% in the district	Investing in new works and expansion works of water supply services	<ol style="list-style-type: none"> 1. Construct 6 piped water schemes by June 2018 2. Drill 30 boreholes by June 2018 3. Construct 27 hand pumps by June 2018 4. Construct 36 rain water harvesting tanks by June 2018
		Ensure sustainability of community water projects	<ol style="list-style-type: none"> 1. Rehabilitate 2 water supply schemes by June 2018 2. Rehabilitate 20 boreholes by June 2018 3. Rehabilitate 40 shallow wells and

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			30 rainwater harvesting tanks by June 2018
		Existing schemes and water points are rehabilitated to their original capacities	<p>1.Setting aside sufficient operation and maintenance budget from 7,000,000 to 15,000,000 Tshs</p> <p>2.120 Community Owned Water Supply Organisations (COWSOs) formed in 120 villages by June 2018</p> <p>3.20 Extension workers and 70 local technicians trained on operation and maintenance of water supply projects by June 2018</p>
		Enhance participation of private sector in provision of water	Proper coordination mechanism among 10 stakeholders assured by June

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		supply services	2014 Dialogue meeting with 10 stakeholders developed by June 2015
		Ensure effective legal registration of COWSOs	1. Registration to 120 COWSOs in 120 villages provided by June 2018 2. Clear responsibilities to 120 COWSOs defined by June 2018
		Assure active and effective community participation in water projects	1. Community participation in water projects ensured by June 2018 2. Culture of gender equity promoted by June 2018
		Ensure spread of HIV/AIDS is reduced among water sector staff	1. Awareness on safe means of protection created by June 2018 2. Culture of volunteer counseling and

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			testing promoted by June 2018
		Acquire transport facilities and equipments for district water engineer	Transport facility and equipments acquired by June 2016
4.3.4 Community Development, Social Welfare and Youth	To facilitate and promote the participation of community members in the process of their own development using available resources	Encourage community participation on development activities	Awareness on the importance of community participation on development activities conducted by June 2015
		Increase community participation on reducing new HIV infections	Community participation on reducing HIV infection increased by 40% by June 2018
		Capacitate the community on implementation of cross cutting issues	Training on cross cutting issues provided to community by June 2018
		Facilitate preparation of village plans using O&OD	All village plans prepared by involving the community by June 2018
		Encourage	20 economic groups

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		formation of economic groups in order to get soft loans	formed by June 2018

4.4 Strategic Goal Four

To improve the economy of the people of Uyui district through agriculture, livestock, fishing, natural resource management, trade and industries.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.4.1. Agriculture	To increase the production of food and cash crops to ensure food security and income for farmers	Facilitate use of appropriate technology in agriculture	Use of appropriate technology in agriculture assured by June 2018
		Increase production of cash crops in the district	Increase productivity of tobacco from 1.5 tons to 4 tons by June 2018
		Increase production of food crops in the district	Increase production of maize from 1.2 tons to 2.0 tons by June 2018
		Increase farmers knowledge on crop production	1. Five (5) Farmer Field School [FFS] establish by June 2018 2. Five(5) demonstration plots in established

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			by June 2018
		Increase agricultural infrastructures in the district	<ol style="list-style-type: none"> 1. Two (2) warehouse constructed by June 2018 2. One (1) irrigation schemes constructed to increase irrigation potential from 300ha in year 2013 to 1200ha by June 2018
		Facilitate district and ward agriculture and offices with modern equipments and furniture	<ol style="list-style-type: none"> 1. Number of motorcycles increased from 11 to 21 by June 2018 2. Number of vehicles increased from 1 to 2 by June 2018 3. Two (2) computers acquired by June 2018
		Advocate district and ward agriculture officers to acquire transport facilities	Increase number of motor cycles from 37 to 45 by June 2016
4.4.2.Livestock	To ensure high	Improve	Livestock extension

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
	quality of livestock services to livestock keepers in Uyui District	agriculture and livestock extension services	services improved by June 2018
		Enhance competency and motivate staff to achieve higher efficiency and effectiveness	<ol style="list-style-type: none"> 1. Train 7 staff out 15 staff on Master Degrees by June 2018 2. Train 15 staff on various (3) different short courses by June 2018. 3. Ensure all staff are entitled to their allowance by starting July 2014 4. Ensure staff promotion is effectively done from July 2013/14

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		Improve animal health, production and productivity	Rehabilitation of 5 cattle dip tanks by June 2018 Construction of 3 new dip tanks by June 2018 Carry out 15 Livestock vaccination campaign by June 2018 Acquisition of one complete set of Artificial insemination equipment by June 2018
		Facilitate establishment of demonstration farms in the district	Demonstration farms established in 10 wards by June 2018
		Facilitate easy access to water for livestock keepers for their livestock	10 Deep wells for livestock drilled by June 2018
		Facilitate livestock officers to acquire transport facilities, modern equipments and	Livestock officers equipped with equipments ,furniture and transport facilities

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		furniture.	
4.4.3 Cooperative and Marketing	To establish and strengthen primary cooperative societies in the district	Sensitize the community on the importance of cooperative societies	60 seminars conducted to 60 villages by June 2018
		Facilitate establishment of new cooperatives in then district	Number of cooperatives increased from 10 to 102 by June 2018
		Supervise operations of primary cooperative societies	Operations of primary cooperative societies supervised by June 2018
		Conduct auditing to cooperatives in the district	72 Cooperative societies audited by June 2018
		Provide trainings to cooperatives societies	72 Cooperative societies trained by June 2018
		Improve working environment and facilities	Working environment and facilities improved by June 2018
4.4.4 Trade and Industry	To develop and improve the role of business sector to the development of	To increase livestock markets in the district	Livestock markets increased from 11 to 18 by June 2018
		Facilitate participation of	1. 150 Entrepreneurs participate in trade

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
	the district economy	entrepreneurs to trade fair	fair by June 2018 2. Seminar to 150 entrepreneurs conducted by June 2018
		Establish business centre for entrepreneurs to display their products	Business centre for entrepreneurs to display their products established by June 2018
		Facilitate establishment of industries.	2 Small industries established by June 2018
		Facilitate expansion, quality and market of SMEs in the district	Expansion of Small Micro Enterprises (SMEs) facilitated by June 2018
		Recruit qualified staff in the department	Qualified staff recruited by June 2018
		Improve working environment to staff	Working environment for staff improved by 2018
4.4.5 Environment and Sanitation	To ensure high quality and beautiful environment and sanitary services to the	Ensure effective management of hygiene and sanitation in the district	Water, hygiene and sanitation related diseases reduced from 60% to 45% by June 2018
		Improve health	Number of households

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
	community of Uyui district.	education delivery to community	with access to improved latrine increased from 12% to 53% by June 2018
		Increase number of households with hand washing facilities in the latrines	Number of households with hand washing facilities in the latrines increased from 33% to 53% by June 2018
		Ensure number of village with environmental committee increased in the district	Number of village with environmental committee increased from 13% to 50% by June 2018
		Establish tree nursery in the village	Number of village with tree nursery increased from 2 to 16 villages by June 2018
		Ensure existence of regulatory, policy and standard premises	Number of registered business premises increased from 154 to 400 by June 2018
		Ensure village have land use plan	Number of village with land use plan increased from 2 to 16 Villages by June 2018
		4.4.6 Bee-keeping	To promote Bee-keeping activities

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
	and productivity	and wax production	production promoted by June 2018
		Prepare and implement strategy of Bee Products marketing	Marketing strategy for bee products prepared by June 2015
		Ensure reliable information for people engaging in honey production	Reliable data assured by June 2018
4.4.7 Fishing	To promote sustainable fishing practices and productivity.	Provide education for establishment of new aquacultures farms	Education on aquaculture fishing provided to 10 villages by June 2018
		Introduce fingerlings in 4 charcoal dams	Fingerlings in 4 charcoal dams introduced by June 2018
		Facilitate 5 farmers to establish fish ponds	5 new fish ponds established in 5 villages by June 2018
		Improve fishing technologies and access to modern fishing gears in the district	Fishing technologies and access to modern fishing gears improved by June 2016
		Recruit adequate and qualified fishing staff.	Adequate and qualified fishing staff recruited by June 2017

4.5 Strategic Goal Five

To improve and strengthen district infrastructures aiming at realizing their contribution to the growth of the District economy and country as a whole.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.5.1 Land, Housing and Settlements	To facilitate proper and sustainable use of land in rural and urban areas of the district.	Review and update district, wards and villages land use plan to meet current and future demands.	District, wards and villages master plan reviewed by June 2018
		Create awareness on relevant land policy and acts to all villages.	Training on land policy and act conducted to all village leaders by June 2018
		Provide education to the community on Land Act No. 5	Education on Land act No.5 of 1999 provided to community by June 2018
		Establish and implement effective by-laws to monitor sustainable use of land resources	By-laws related to use of land resources established by June 2016
		Ensure all district residents with equitable access to land.	1000 plots surveyed and distributed to people for

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			residential purposes by June 2018
		Increase number of villages with good land use plan	Number of villages with land use plan increased to 16 by June 2018
		Ensure village boundaries are clearly known	Village boundaries for all village are clearly demarcated by June 2018
		Reduce the number of land use conflicts	Number of land use conflicts reduced by 50% by June 2018
4.5.2 Roads	To expand and improve quality of District Infrastructures as per National goals and stakeholders demands	Improve and expand road networks in the District	<ol style="list-style-type: none"> 1. Routine maintenance of 110kms of road networks assured by June 2018. 2. Spot improvement of 470kms of road networks assured by June 2018. 3. Periodic maintenance

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			<p>of 150kms assured by June 2018.</p> <p>4. Maintenance of existing drainage structures (Culverts and Bridges) assured by June 2018.</p> <p>5. Two (2) Reinforced concrete Bridge 10m span constructed by June 2018.</p>
		Enforcement effective existing road laws and by laws.	Training to community on the importance of abiding to road laws abide by laws conducted by June 2018
		Provide education on HIV/AIDS and use of ARV on construction sites	Education on HIV/AIDS provided to workers on sites

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		Procurement of required equipment/Plants for supervision, inspections and material testing as per procurement polices/guidelines	<p>by June 2018</p> <ol style="list-style-type: none"> 1. One vehicle for supervision procured by June 2018. 2. One Power Point Projector, One Digital Camera, One Scanner and One Coloured Printer procured by June 2015. 3. One set of material testing equipment procured by June 2018.
4.5.3 Railway	To facilitate proper use of railway line in the district	Collaborate with the authority responsible for railway transport to ensure continuous operation of it	Collaboration with authority responsible with railway transport ensured by June 2018

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		Ensure safety of equipments in railway line	Safety of Equipments in railway line ensured by June 2018.
		Promote Participatory security and care of railway network in the district	Community police and traditional security for railway line ensured by June 2018.
4.5.4 Telecommunication	To improve and expand communication services within and outside Uyui district	Collaborate with Telephone companies to promote reliability of their services in the district	Reliability of telephone services in the district assured by June 2018
		Facilitate fast and adequate access of telecommunication services and products within the district	Access to telecommunication services assured by June 2017
4.5.5 Financial Services	To improve quality of financial services and products within the	Collaborate with NGOs and private banks to increase volume of financial services in the district	Volume of financial services increased in the district by June 2018

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
	district	Collaborate with financial institutions on formalization of people's assets to win loan and credits collaterals	Loan and credit collateral assured to people by June 2018

4.6 Strategic Goal Six

To guarantee cross cutting issues such as HIV/AIDS, Good governance, vulnerable groups and gender issues are incorporated in district plan.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.6.1 HIV/AIDS	To ensure HIV/AIDS prevention, treatment and care are mainstreamed in all sector operations	Establish and implement district integrated HIV/AIDS prevention strategy	District integrated HIV/AIDS prevention strategy established by June 2015
		Collaborate with Organizations dealing with HIV/AIDS in the district	Collaboration with organization dealing with HIV/AIDS assured by June 2018
		Improve quality and	Education of HIV/AIDS imparted

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		coverage of HIV/AIDS education to Youth, women, pupils and students and other groups in the district.	to youth, women and pupils by June 2018
		Facilitate larger access of HIV/AIDS preventive gears	Access of HIV/AIDS preventive gears increased by June 2018
4.6.2 Governance	To ensure the Council abide to the rule of law during implementation of its obligations	Ensure principles of good governance are mainstreamed in sectors operations	Principles of good governance mainstreamed in sector operation by June 2015
		Collaborate with Police Department to foster community police and traditional security to enhance human	Community police and traditional security ensured by June 2018

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		security in the district	
		Collaborate with Prevention and Combating of Corruption Bureau in combating corruption practices.	Cases of corruption among council staff and other stakeholders reduced by June 2018
		Increase and improve access of council information to the people	Access to council's information to the people increased by June 2018
4.6.3 Vulnerability	To facilitate reduction of human vulnerability and provide support to vulnerable and disadvantaged groups.	Prepare district vulnerability profile and respective plan	District vulnerability profile and plan established by June 2015
		Collaborate with NGOs, private sector to establish and implement strategies to assist people with disability, Orphans and	People with disability, orphan and vulnerable children assisted by June 2018

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		Vulnerable Children	
		Collaborate with financial institutions to support special groups such as disabled, women, youth and elders in the district	Special groups in the district supported by June 2018
4.6.4 Environmental Management	To ensure natural resources and environment are properly managed and protected	Prepare and implement a district environmental plan	District environmental plan prepared by June 2018
		Ensure all development projects have sounding Environment Impact Assessment	Environmental Impact Assessment for all projects in the district in place by June 2018
		Facilitate and increase collaboration with NGOs, CBOs, FBOs and groups in	Collaboration with NGOs, CBOs, FBOs and groups in environmental conservation initiatives increased

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		environmental conservation initiatives.	starting July 2013
		Engage and support tree planting campaigns.	Tree planting campaign supported from July 2013
		Facilitate awareness on environment conservation and protection.	Awareness on environment conservation and protection facilitated starting from July 2013
4.6.5 Gender	To ensure gender mainstreaming and gender equality in development activities and programme of the District Council	Ensure balances in political and administration participation	Women participation in political and administration encouraged from July 2014
		Facilitate gender equality in access to education.	Gender equality in education assured by June 2018
		Facilitate gender equality in financial services in the district.	Gender equality in financial services in the district assured by June 2018

CHAPTER FIVE

5.0 IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

5.1 Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the Tabora District Council Rolling Strategic Plan (2013/2014 – 2017/2018). 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 Tabora District Council 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.

5.2 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 fulfilment 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 Community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 5.1 shall guide the format of the progress reports.

Table 5.1: Example of quarterly progress report

S/No.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action

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.

5.3 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 Tabora District Council Rolling Strategic Plan (2013/14 – 2017/18) 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 Council's mission

5.4 Review

Plan review is important in order to remain focused in realizing the Tabora District Council 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.

5.5 Assumptions and Risks

For the objectives of this strategic plan (2013/2014-2017/2018) to be achieved, the following are the major assumptions which need close monitoring and timely response by Tabora District Council Management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Tabora District Council 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.