

UNITED REPUBLIC OF TANZANIA



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



**NAMTUMBO DISTRICT COUNCIL
STRATEGIC PLAN FOR YEARS
2014/2015 - 2018/2019**

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EXECUTIVE SUMMARY

Namtumbo District Council like any other councils in Tanzania is obliged to fulfill its functions as stated in section 111 of the Local Government (District Authorities) Act of 1982, the council requires strategic decision making to trigger sustainable local economic development through effective implementation of this strategic plan. The district council is influenced by the external and internal changes that have a bearing in efficient operationalisation of the council's deliverables. The (2014/2015 - 2018/2019) strategic plan is prepared to enhance district council ability to respond community's demand and effectively carry out its core functions. The plan is also expected to efficiently optimize the use of the limited and competitive resources while seizing the emerging development opportunities. Participatory approach was used during preparation of strategic plan whereby a wide range of stakeholders from the council were involved in the process and a systematic decision making with multi stakeholders was done. This was necessary to enhance ownership and acceptability to stakeholders so as to have smooth implementation of the plan. However, in promoting sustainable livelihood of its people Namtumbo District Council has developed the Vision, Mission, core values, strategic objectives and targets which will be implemented to provide a framework in actualization of the (2014/2015 -2018/2019) strategic plan. **The Vision:** The vision of Namtumbo District Council aim to have a community with high socio-economical services and sustainable development by 2025. **The Mission:** Namtumbo District Council intends to provide quality socio economic services to its community through effective efficiency use of resources and good governance for improved living standards.

In achieving its Vision and Mission Namtumbo District council has 8 strategic Objectives which are: Improved services and reduced HIV/AIDS infections, Increased quantity and quality of social services and infrastructure, Improved access, quality and equitable social services delivery. Enhanced, sustained and effective implementation of the National Anti-corruption strategy, Enhanced good governance and administrative services, Improved emergence preparedness and disaster management, Improved social welfare, gender and community empowerment, Quality and quantity of economic services and infrastructure improved as well as natural resource and environment improved. For effective and efficient implementation of the strategic plan the district council has developed core values which provides the does and don'ts during implementation of the plan, the core values are: Integrity, courtesy, accountability and responsibility, impartial, transparency and customers focus/driven.

With respect to implementation, monitoring, evaluation and review framework; The District Executive Director (DED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the Namtumbo District Council's 2014/15 – 2018/19 strategic Plan. The DED, with the support of the Council Management team, shall regularly report to the Full Council with regards to the plan implementation and its overall performance.

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STATEMENT OF THE COUNCIL CHAIRPERSON

This District Strategic Plan for five years period from 2014/2015 to 2018/2019 has been prepared in accordance to the National frameworks which guides the preparation of Strategic Plan. The National Development Vision 2025, The Millennium Development Goals 2015 (MDGs), The National Strategy for Economic Growth and Reduction of Poverty 2015 (NSGRP), CCM General Election Manifesto 2010, The Local Government Reform Programme 1998 (LGRP), Public Service Reform Programme (PSRP) I- II, and other sector policies and reforms such as Education and Training Policy and Reform, Health sector Policy and Reform, Water Sector Policy and Reform, Agricultural Sector Policy and Reform, Roads Sector Policy and Reform, Environmental Issues and Land Reforms.

The Strategic Plan developed will help us to chart an Institution's broad direction forward and establishes priorities for efficient and effective resource allocation. It has outlined our Mission, Vision, Objectives and Targets for the 2014/2015 – 2018/2019 that ultimately will bring about sustainable development to the people living in Namtumbo District. The plan also emphasizes on improving productivity through multiple approaches such as strengthening extension services, infrastructure, savings and credit societies (SACCOS) as well as enhancement of women and youths income generating activities. The said activities are expected to raise production and productivity. The Council has put in place reasonable measures to cope up with changes in climatic conditions which might occur. Other priority areas in this Strategic Plan include Financial Management and Accountability, Human Resource Development and Quality Social Services delivery. Nevertheless, Good Governance is considered as the key element for enhanced peace and security for social and economic development.

The implementation process is expected to be in accordance to the set up rules, regulations and procedures which in the end will bring about the intended results. I understand all the challenges which are ahead of us, but in order to achieve the intended objectives especially that of improving service delivery to the community, I urge all stakeholders to play their part and participation in all stages of implementation process through proper utilization of allocated resources. I welcome those who want to support the Council in any form so that we are able to get where we are aiming at. Finally, the Council would like to thank all those who were involved in the preparation of this Strategic Plan. Special appreciation is given to the followings, Councilors, Ward Executive Officers, Division Secretaries and Civil Societies Organizations. Moreover, the Council extends acknowledgement to all Council's technical staff for their dedication, commitment and contribution in the preparation of this Strategic Plan. I call upon all councilors, village governments and the mentioned stakeholders to play their key roles of ensuring smooth implementation of the approved annual plan and budgets based on the prepared Strategic Plan so that together we can realize the intended results.

Hon: Steven Nana

**CHAIRPERSON
NAMTUMBO DISTRICT COUNCIL**

STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR

The council five years Strategic Plan is an institution's broad direction forward which helps the council decide what it wishes to achieve and the main actions to undertake in future. In the preparation of this document the council has involved management and consultations with a wide range of stakeholders. It is believed that this strategy will provide an opportunity to address fundamental questions, to focus away from day to day operations and take initiatives to improve performance.

This strategy has outlined why Namtumbo District Council exists, the eight objectives, the client expectations from the council services delivery and how the council will measure its performance. This strategic plan is a living document and will be updated and improved from time to time. What is being presented here represents the results of consultations, review and discussions. While it does not represent an enormous departure from what was already in place, but it reflects the changed policy and environment in Namtumbo District Council, as well as the clearly laid out strategies of the Fourth Phase Government.

After the government has established the Decentralization by Devolution (D by D) it has made the council with full autonomy to run its obligations and bring efficiency during implementation. We expect the Central Government will remain with policy formulation and the council will be delivering services to the community. Acting as the implementing agency of central government policies.

In order to implement this strategic plan, close teamwork is required. Many objectives, targets, activities and strategies are expected to be achieved in three years to come. With the capacity of staff we have in the district council, we believe that all strategic objectives set in the strategy will be achieved hence poverty reduction to the community. Given that Namtumbo District Council is a local government's effort to fight against poverty. Therefore, I beg and invite all stakeholders and other development partners to join hands with renewed vigor for the good of our community.

Ally Mpenye

**DISTRICT EXECUTIVE DIRECTOR
NAMTUMBO DISTRICT COUNCIL**

LIST OF ABBREVIATIONS AND ACRONYM

IPM	Integrated Pest Management
BRN	Big Result Now
FDI	Foreign Direct Investment
SEZ	Special Economic Zone
FDI	Foreign Direct Investment
NSGRPII	National Strategy for Growth and Reduction of Poverty II
MDAs	Ministries, Departments and Agencies
LGAs	Local Government Authorities
SME	Small and Medium Enterprises
GDP	Gross Domestic Product
LGRP II	Local Government Reform Programme II
D-by-D	Decentralisation by Devolution
MDGs	Millennium Development Goals
UN	United Nations
VEO	Village Executive Officer
WEO	Ward Executive Officer
CHF	Community Health Fund
HoD	Head of Department
TV	Town Valuer
TLS	Town Land Survey
SEDP	Secondary Education Development Programme
CDO	Community Development Officer
OVC	Orphans Vulnerable Children
TASAF	Tanzania Social Action Fund
SACCOS	Savings and Credit Co-operative Society
AMCOs	Agricultural Marketing Cooperative Societies
MDGs	Millennium Development Goals
CCM	Chama cha Mapinduzi

CHAPTER ONE

1.0. BACKGROUND INFORMATION

1.1. Location and boundaries

Namtumbo District Council is one of the Five Councils that forms Ruvuma Region. Namtumbo District Council was split from Songea District Council in the 1st July 2002. The District area of jurisdiction covers 20,375 sq km. The District shares the borders with the Republic of Mozambique in the South, in which the Ruvuma River forms an International Boundary, It borders with Songea District in the West, Tunduru District in the East and Ulanga District (Morogoro region) in the North.

1.2. Rainfall Pattern and Temperatures

Namtumbo District is characterized by lowlands in the South 200-300 above sea level with some rolling hills towards the North 300-500 above sea level. The district is characterized by cool climate with an average annual rainfall of between 800 mm – 1200mm, which is generally favorable for agriculture. There is a variation of temperature, which ranges from 20°C to 25°C during hot season and between 15°C to 17°C during night.

1.3. Physical Features and Ecological Zones

The district has 4 Agro-ecological Zones which include Western Namtumbo - The zone extends from the border with Songea and it includes Northern Ruvuma and some parts of Msindo. Central Namtumbo - This zone covers Central Namtumbo which covers Luegu, Msindo, Ligeru, Mgombasi and Namtumbo. The third zone is Undendeule - The zone lies to the Northern part of Namtumbo that covers Hanga, Mputa and Kitanda and the fourth zone is Southern Namtumbo covers the whole southern part of the District from Ligeru to Ruvuma River including Sasawala Division

1.4. Administrative Structure, Ethnic Groups, Population and Economic Activities

1.4.1. Administrative structure

At the village level, the government structure is comprised of a village assembly consisting of all persons aged 18 and above. The corporate entity of a registered village is the village council comprising of a chairman or person elected by village assembly. There are also village committees covering such matters as planning, finance, economic affairs, social service, security, forest protection, water resource.

The village councils functions and roles includes planning and coordinating activities, rendering assistance and advice to the villagers engaged in agriculture, forestry, horticultural, industrial or any other activity and to encourage village residents to undertake and to participate in communal enterprises. Proposed bylaws must be adopted by the village assembly before being submitted to the district council for approval (Section 163). In addition, section 29 of the Act provides for division of district into wards

As an administrative subdivision between the village and the district, the ward reviews the proposed village council's projects in its jurisdiction and approves them for passage up the line to the district Consultative Committees.

Local Government Authorities Act of 1982 as amended by Act No, 6 of 1999 established the ward Development Council (hereinafter referred to WDC). The WDC is comprised of a councilor representing the

ward in the district Development Council and chairpersons of all village councils within the ward. The WDC also includes member of the district council who ordinarily reside in the ward and invitees from, for instance NGOs and other civics groups involved in the promotion of development in the ward. However, the invitees have no right to vote in the meeting the WDC is responsible for developing general development plans for the ward further, the WDC must manage disasters and environmental related activities within its ward.

At the district level, there is a district council composed of members elected from each Ward, members of parliament representing constituencies within the area of the district council, three appointed by the minister responsible for the local government and one member representing the constituent village councils on a rotational basis (Section 35, Act number 7 of 1982).

1.4.2. Ethnic groups

The major ethnic groups are Ndendeuli, Ngoni, Yao and Nindi. Also there are other small ethnic groups including the Makuha, Bena and Matengo. Most of these ethnic groups are predominantly farmers.

1.4.3. Population

According to 2012 Population Census, Namtumbo District had total population of 222,651 of which 109,522 are males and 113,129 females with growth rate of 3.4 per annum (Table 1).

Table 1: Population of Namtumbo district by division, sex and ward

No	Division	Ward		Population District		
				Male	Female	Total
District Total				109,522	113,129	222,651
1	Undendeule	Namtumbo	Mixed	9,041	9,183	18,224
		Rwanga	Mixed	6,508	6,915	13,423
		Mgombasi	Rural	6,767	6,673	13,440
		Kitanda	Rural	7,064	6,746	13,810
		Mputa	Rural	5,399	5,886	11,285
		Likuyusekamaganga	Rural	5,910	6,055	11,965
		Mchomoro	Rural	5,470	5,744	11,214
2	Mkongo	Mkongo	Rural	4,383	4,383	8,766
		Litola	Rural	4,097	4,693	8,790
		Hanga	Rural	7,039	7,047	14,086
		Limamu	Rural	3,485	3,503	6,988
		Msindo	Rural	3,871	4,062	7,933
		Luchili	Rural	8,466	8,802	17,268
		Ligera	Rural	6,339	6,416	12,755
		Namabengo	Rural	5,694	6,216	11,910
3	Sasawala	Lusewa	Rural	9,927	10,148	20,075
		Magazini	Rural	4,277	4,541	8,818

1.4.4. Major occupation and economic activities

It is estimated that about 97% of people engage in agriculture activities which is the main source of income with very little animal husbandry. The type of agriculture is still very traditional (Shifting cultivation) with low yields in subsistence crops per hectare. Individual peasant undertakes farming on cash and food crops production. Cash crops are Tobacco, cashew nuts, Sunflower, Simsim, Coconuts and ground nuts. Whereas maize, cassava, beans, finger millets, rice, potatoes are food crops. However; nowadays maize, rice and beans are dual crops. According to the regional statistics of 2006/2007 the par capita income of people in Namtumbo district was Tsh. 426,417.00.

CHAPTER TWO

2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT

2.1. An Overview

In promoting sustainable development for Namtumbo District Council, the council needs to take a hard look at itself (Self evaluation) on where the council came from, where it is now, where it is going and what are its choices for the future development of its people. In order to assess the existing situation, comprehensive information was collected to determine the external and internal environment in which the council will be operating through.

This chapter therefore, presents the features of existing internal and external environment which have a bearing to the operations of Namtumbo District Council. The analysis of internal environment dwells on analysis of the current situation of the existing service areas. While the analysis of external environment covers overviews of international initiatives, national policies and strategies that have a bearing on operations of the Council.

2.2 Analysis of Internal Environment

2.2.1 Planning, statistics and monitoring

Planning, Statistics and Monitoring is the among of department within Namtumbo District Council which comprised three sections namely, Planning Administration, Statistics and Monitoring.

The department was restructured in 2002 after the Government Secular Evaluation under President Office Planning and Privatization. This evaluation resulted to the other departments position to be merged, for example Planning Officers, Human Resource Planning Officers, Industrial and Agricultural Economists was seen that have the same duty in that case they were merged to be Economists. Other position existing is Statistician and Assistant statistician.

Core functions

The Core Functions of the Planning, Statistics and Monitoring department include

- ❖ To coordinate and Monitor preparation of Council Planning and Budget
- ❖ To ensure that departments and sectorial plans and budget are implemented accordingly
- ❖ To create and innovate, preparation and monitoring of development planning system
- ❖ To prepare Council Strategic plan
- ❖ To disseminate development policy and opportunities to the community
- ❖ To prepare investment plans for the future development
- ❖ To prepare development report
- ❖ To prepare monthly, quarterly, and annual report
- ❖ To update sector priorities for the economic growth
- ❖ To implement and maintain national data collection and storing system
- ❖ To conduct data collection analysis and storing by using LGMD data base at Council level
- ❖ To conduct monitoring and evaluation of the development activities
- ❖ To mobilize council resources

Number of staff

Planning, Statistics and Monitoring has four staff as illustrated in the Table 2 below:

Table 2: Number of staff in planning, statistics and monitoring

Title	Staff available	Required	Deficit
Head of Department (DPLO)	0	1	1
Principal Economist	0	1	1
Senior Economist	1	1	0
Economist 1	1	1	0
Economist II	1	1	0
Statistician I	1	1	0
Document Typist	0	1	1
O/A	0	1	1
Total	4	8	4

Physical resources

Physical Resources in Planning, Statistics and Monitoring department include:

- Four human resources/staff. (1 Senior Economist, 1 Economist I, 1 Economist II and 1 Statistician 1)
- Office equipment and tools such as two desktop computer, two laptops, one photocopier, one scanner one printer, 2 shelves, four chairs and four tables.
- There is one Motorcycle and one Car which are used for Monitoring and Evaluation of Development projects

2.2.2 Administration and human resource

Administration and Human Resource Department is among of the departments which were established in 2005 when the council dispersed from mother district council (Songea rural). This department is comprised of three sub-service areas which are administration, personnel and transport. The main function of the department is to administer administration and management of human resource in the council. Specifically the department has the function of: Monitoring/ and implementing of Laws, facilitating in-service training, Preparing meetings timetable and to monitor their implementation, to construct ward and village headquarters, to construct council headquarter, to employ workers according to departments needs and to monitor availability of working tools. Since the department is an overall in charge of human resources in the council it provides a total number of staff existing in all service areas of the council from the council headquarter to village level. The council has a total number of 4 Human Resources Officers, 2 Committee Clerks, 6 Record Management Assistants, 6 Office Assistants, 14 Drivers, 15 Ward Executive Officers, 47 Village Executive Officer and 6 Personal Secretaries. However, the council has no Security Guard, no Receptionist and no Public Relation Officer. The council is also facing inadequate of working facilities such as office tables, chairs, scanner, computer and printers, motor vehicle, motorcycle, staff houses, solar system/generator. These retard the performance of the Namtumbo District Council.

2.2.3 Finance and trade

Transactions and exchange of commodities is among of the key sectoral activities playing great role for sustainable development of Namtumbo District Council. This transactions and exchange in the district is under the control of Finance and Trade department. This department comprises of four (4) main sections which are: Revenue Section, Expenditure/salaries section, Final accounts section, Trade and Markets section. The department is responsible for collection of council revenue for both Own source and Government Grant, payments of all Council to the different payees, safe guards of all Council property including fixed assets. Also it is responsible for personal emoluments and developments grant, also

receiving grants from other donors for development activities. This department processes all payments for council's financial obligations and prepares all required clean financial statements. It is the one which makes sure that the revenue and payments goes as per approved budget that means the finance and trade sector take control of the council budget and leading in preparation of budget (Council budget).

Currently, Finance and Trade Department has 17 staff one of them is the Head of Department, 14 Finance staff and 2 Trade staff for effective and efficiency performance of the department's duties.

Finance and Trade department has the core functions of:

- Preparation of annual budget of income and expenditure in collaboration with planning Department and other heads of departments.
- Supervision of revenue collection from different sources of revenues namely owns sources, government block grants and other sources.
- Preparation and authorisation of payments of the Council according to laws, regulation and procedures as provided in the Local Authorities Financial Memorandum 2010.
- Maintenance of sound accounting system and safekeeping of all accounting supporting records.
- Ensuring of an effective system of internal control is operated including the writing and subsequent revision of detailed financial procedures.
- Preparation of regular reports to council on the progress of actual expenditure and income compared to budget, and making recommendations for balancing levels of income and expenditures.
- Preparation of Council's reports and financial statements and presenting them to different stakeholders.

(a) Revenue section

All issues related with revenues of the district council are versed in revenue section. The section is responsible in: Monitoring and supervision of revenue collection from different revenue sources of the Council. Preparation of monthly, quarterly and annually revenue collection reports and submitting them to different stakeholders. Conducting revenue sources potentiality research and set collection measures so as to maximize revenue collection from different sources. Organisation of meetings of businessmen and collection agents on rationale of collecting revenue of the Council. Currently, the department has 3 staff that is revenue cashier, revenue custodian and revenue in charge.

(b) Expenditure section

The section is the over seer on all expenditure of the district council. The implementation of any development projects in the council depends much on the efficient and effective allocation of council's financial resources. This section therefore is responsible to: Preparation of payments according to the budgets of different departments, Local Authorities Accounting Manual (LAAM), Local Authorities Financial Memorandum (LAFM), and other standards. Preparation of Council's employee's monthly salaries and submission of employee's data sheets, a Salary arrears forms timely to PMO-RALG, RAS-Ruvuma and Treasury. Supervision of Lower Level Grants (LLG) to facilitate financial record keeping. Preparation of monthly, quarterly and annually expenditure reports and submitting them to different stakeholders. Preparation of creditors and deposit register. Preparation of all expenditures made within the council. Making sure EPICOR system working properly and reporting in case of any inconvenience that would occur. Provide technical advice and training; and Replies on audit quarries issued by internal and external auditors. Currently, the section has seven (7) staff.

(c) Final accounts section

The financial account section is responsible in: Preparation and submission of Council's yearly Final Financial Statements to different stakeholders. Preparation and updating fixed assets register of the Council yearly. Preparation of monthly bank reconciliation statements and submitting them to different stakeholders.

(d) Trade and Markets section

Trade and market operation is the one of the section in the department of Finance and Trade. The section has two (2) staff that provides services related to business for the community within the area of jurisdiction of Namtumbo District Council. It is estimated that Trade and Market section provide services to 5,000 business people who are registered and non-registered in the Namtumbo District Council data base.

The key roles of the trade section to the community are:

- To receive applications of business licenses, assessing if they comply with regulations before issuing the license to the applicant's.
- To conduct inspections of business license to six wards.
- To collect business records and maintain data base.
- To prepare reports and other documents related to business.
- To implement business policy and regulation under the agreement of World Trade Organization (WTO)
- To collect statistical data from various sources like TRA which are useful in trade section.
- To prepare statistical data of goods and services which are produced within the area of jurisdiction.
- To collect and compile Business policy and laws that help to provide good governance.
- To collect statistical data's related to business progress for the purpose of monitoring and evaluation within the boundaries of Namtumbo District Council.
- To create new sources of revenue within the area of jurisdiction.

2.2.4 Internal Audit

Internal Audit is among of the department of Namtumbo District Council whose role is to appraise the soundness of internal control systems in areas of Accounting, Financial and Operations. Much of the emphasis and focus is on Value for Money Audit (Performance Audit), System Audit and Compliance Audit. The department is also responsible to review Revenue sources to see other potential revenue bases which stand untapped by the Council to date. Moreover, in this plan the department has incorporated its duty of Making Follow Ups, Conducting its Advisory Role (Consulting), Conducting Special Investigations and responding to the Accounting Officer's Directives from time to time.

The key functions and responsibilities of the Internal Audit unit in Namtumbo District Council are :

- Advise the management on the sound of the plan policies, rules and regulation.
- Advice on adequacy and utilization of accounting and financial procedures for safeguarding the council assets and financial resources.
- Investigate and report on all performance financial and accounting operation of District Council.
- Audit the District Council revenue and expenditure statement checking bank reconciliations, preparation of ledgers and trial balance
- Audit and review council's assets, inventories, reports and make advice on any requirement for improvement.
- Ascertain the level of compliance with established procedures or regulation on the performance, accounting and financial operations of the council.
- Review and report on established controls over the receipts, custody and utilization of financial assets and resources of the District Council.
- Review and report on adequacy of Management actions in response to Internal Audit and External Auditors report.
- Liaise closely with External Auditors during and after external auditor have been performed.
- Review procedures laid down on the control of procurement, storekeeping, stock controls, and advice accordingly for improvement.
- Conducting site visits to project like SEDP, PEDP, HBF, CHF, RIF, LDG and other projects with the aim of executing performance audit.

Table 3 below illustrates the available number of human resources, physical resources, challenges/deficiency and its solution in Internal Audit Unit.

Table 3: Human and physical resources in internal audit unit

NO:	Details	Existing no. of resources	Required	Challenges or deficit
1	Head of internal audit unit	1	1	0
2	Internal audit officers	1	5	4
3	Tables	2	6	4
4	Chairs	6	8	2
5	Computers	2	6	4
6	Motor vehicle	1	1	1
7	File cabinet	0	3	3
8	Shelves	0	2	2
9	Printer and scanner	1	2	1
10	Photocopy machine	0	1	1
11	Camera	1	3	2

The above deficit at the Table 3 should be solved in order to enhance highly performance of duties and responsibilities to internal audit staff. In addition, an internal audit unit in collaboration with internal and external stakeholders, it provides required and reasonable services to its community as required by laws and regulations

2.2.5 Health

(a) Hospital level

The council has one proposed hospital which is under construction, four health centers owned by the government and two health centres owned by voluntary agency.

The voluntary agency health centres signed agreement with the council in order to deliver free services to pregnant women and under five children as per National health policy.

(b) Health centre level

The council has 4 government health centres (Namtumbo, Mputa, Mkongo, Lusewa). All these facilities are situated within 4 to 140 kms to the nearest hospital. Two of them (Hanga and Lusewa) are currently providing comprehensive emergency obstetric and neonatal care (CEmONC).The department is planning to upgrade Namtumbo and Lusewa health centre to provide the same services.

According to the National health policy, each ward is supposed to have one health center. Due to this, the council is aiming on constructing one health center in one remote ward (Magazini) and upgrading two dispensaries (Mtakanini and Msindo) which is under rehabilitation so that it can deliver health services at health centre level.

(c) Dispensary level

The district has 37 dispensaries, of which 33 are owned by the government, 4 by faith-based organization. Among these dispensaries, 16 (43.2%) need major rehabilitation. At the moment 1 dispensary is at finishing stage (Mawa).

In order to improve access to health services and meet the national standard, council is constructing 5 dispensaries at Kitanda, Hanga, Njomlole, Mtumbatimaji and Namanguli villages and 10 staff quarters. Construction of more dispensaries will depend on the availability of fund.

(d) Community level

At community level, services are delivered by community owned people who got different training according to the service delivered.

To create and maintain sense of ownership, community members are represented by health board and committees. At council level the community is represented by Council Health Service Board and at health facility level by Health Facility Governing Committees. At present the major challenges of managing these panels are irregularity of conducting their legal meetings and absence of committees in some dispensaries due to insufficient fund. The department is looking forward to ensure smooth running of these panels by sensitization and provision of financial resources.

Major diseases affecting people in the district include: malaria, Pneumonia, Acute respiratory infections, intestinal worms, gastrointestinal diseases, anemia, emergency surgical conditions, maternal and neonatal conditions, oral conditions, epilepsy and neglected tropical diseases.

(e) Human resource in health department

Health department has 1 medical doctor, 1 dental officer, 6 assistant medical doctors, 24 clinical officers, 9 assistant clinical officers, 4 nursing officer and 51 nurses. On a real sense the department is facing a big shortage of trained and skilled health workers in all carders as shown in Table 4 below:

Table 4: Human resource in health department

Cadre	Required	Available	Deficit	Surplus
Medical specialist	0	0	0	
Medical officer	7	1	6	
Dental surgeon	0	0	0	
Pharmacist	2	1	1	
Pharmaceutical technician	2	1	1	
Assistant medical officer	16	5	11	
AMO anaesthetist	2	0	2	
Clinical officer	48	19	29	
Bio medical engineer	2	0	2	
Bio medical technologist	2	0	2	
Laboratory technologist	9	4	5	
Nutritional officer	1	1	0	
Laboratory assistant	12	3	9	
Environmental health officer	2	1	1	
Health secretary	2	2	0	
Clinical assistant	37	9	28	
Physiotherapy	1	0	1	
Dental officer	2	1	1	
Dental therapist	7	0	7	
Technician(Optical)	2	0	2	
Assistant dental officer	8	0	8	
Social welfare officer	3	2	1	
Medical attendant	117	135	0	18
Nurse	124	51	73	
Assistant nursing officer	39	18	21	
Nursing officer	13	4	9	
Accountant	1	0	1	
Accountant assistant	1	0	1	
Assistant supplies officer	1	0	1	
Health records	2	0	1	
Dhobi	3	1	2	
Health assistant	18	6	12	
Total	502	265	219	18

(f) Transport and communication

Transport and communication infrastructure for health department is not conducive thus making it difficult to conduct routine supervision in all health facilities, difficulties in making referrals to patients, difficult in making outreach clinics and cascade supervision. Also the department is having poor health information system that hinders proper collection of data.

The target for the coming years is to add more motorcycles and vehicles and strengthen data management system. The department will also involve other sectors to construct roads which lead to the health facilities.

(g) Medical wastes

Management of medical wastes is inadequate in many health facilities as they lack modern incinerators and placenta pits

(h) Immunization services

Immunization coverage in the district is 87% thus requiring more effort to raise or maintain the present immunization level reached.

(i) People with special health needs

People who need special care like elders, disabled and those who cannot afford costs of medical services are not well identified at community level and also proper management in our health facilities is not sufficient to them. Therefore the department is planning to facilitate recognition through their village leaders, locate special rooms and provision of adequate supplies for geriatric and vulnerable group treatment.

(j) Medicines and trace items

Medicines, medical supplies and other tracer items are supplied at 76%. This is less than the required amount as per national standard which is 80%. Among the supplied percentage, 30% comes from MSD and 40% from other sources like Basket health fund and Community health fund. In order to ensure sufficient supply, sensitization of community on CHF enrollment will be one of the department strategies (Table 5).

Table 5: Health situations in Namtumbo district 2013

Facility	Ratio/data/actual	Target
Infant mortality rate (IMR)	3/1,000 live births	1/1,000
Maternal mortality rate (MMR)	2/1,000	120/100,000
Population per doctor	28,804 per doctor	12,000 per doctor
Population per nurse	2317 per 1 nurse	120 per nurse
Number of hospitals	1 – Namtumbo government	2
Population: hospital ratio	201632 per hospital	100816 per hospital
Number of health centers	6- Namtumbo, Mkongo, Namabengo Lusewa, Mputa and Hanga	12
Population: health centre ratio	1: 88,401	1: 53,040
Number of dispensaries	37 (33 Govt, and 4 RC)	45
Accredited dispensing drug outlet pharmacy)	37	60
Population: ADDO ratio	5449 Per ADDO	3360 Per ADDO
Family planning acceptance rate	45%	60%
Health facility delivery rate	89%	92%
Top five diseases causes of death to under five children	Malaria, pneumonia, anaemia and diarrhoea diseases	23%
Top five causes of death for 5 years and above	Malaria, anaemia, tuberculosis, acute respiratory infections diarrhea disease	23%
Immunization coverage	87%	95%
HIV prevalence	2.4%	2.1%

Environmental health hygiene and Sanitation section is responsible in dealing with sanitary issues of the town council. The section has a total of six health officers and five health assistant. This section is lacking a number of Environmental health officers and environmental health assistant. The number of total Environmental health practitioners both environmental health officers and environmental health assistants and the number of staff lacking in the section has been illustrated in the Table 6 below:

Table 6: Environmental health hygiene and sanitation staff

Title	Staff available	Required	Deficit
District Health Officer(DHO)	1	1	0
Environmental health officer(s)	0	0	0
Assistant Environmental Health Officer(s)(AEHOs)	4	22	18
Environmental Health Assistants(EHAs)	5	60	55

The core functions of the section have been distributed in its sub units:

Environmental Health, this is the sub unit concerning with sanitation, it works with solid and liquid waste management with the district .Basically it deals with wastes (solid and liquid wastes) from the generation areas that is from residential, industrial and factories to the final disposal point of wastes. Wastes management some time is a term used for waste treatment, the treatment comprises refuse storage, collection, refuse transportation, refuse analysis, and refuse dumping or incineration, this depend on the nature of solid waste produced . In liquid waste it depends on how it is collected .In all the way procedures must be handled with care to reduce means of transmission.

Public Health, This sub unit works with the community; the main activity of this sub unit is to deal with behavioral change of community members on health related issues. In this sub unit, research related to environmental health and sanitation problems, health system management, legal statutes such as the application of laws and by-laws is conducted to uphold the cleanliness of the environment and the general condition of the community including the application of Public Health laws eg. Public health act No.1 of 2009, Tanzania food drugs and Cosmetics Act No.1 of 2003(TFDA Act no.1 of 2003), Environmental Management laws and other laws related to the Public health and their working places eg. Occupation health and safety Act no.5 of 2003 and its Regulations and guidelines, community diagnosis, planning, monitoring and evaluation of Health programme are conducted.

Community health is a sub unit working for community diagnosis and then giving measures for prevention before occurrence of diseases or problem, information can be given according to sources or nature of the problem, it is categorized into health information, health instruction or health education .In a treatable diseases vaccination is applied to rescue the situation. Also disease surveillance is the duty in this section, follow-up and tracing on the channel for the occurrence of the disease is also conducted, then the incidences of the disease is reported to the higher authority.

Food and food hygiene This sub unit is dealing with food from the production areas, distribution and transportation and market through pre marketing and post marketing surveillances, to the consuming table all raw and processed food are observed and make sure that food is in good condition and fit for human consumption, this is done through inspection of food and food premises.

Inspection of premises: Premises is an open space, container structure or building where any activity can be conducted. These premises must be inspected according to the law of Tanzania because premises can

be sources of health problems if care is not taken. The premises environment includes premises layout, premises solid wastes storage, collection and disposal, water supplies, ventilation, air circulation and space and drainage system .Inspection should be conducted periodically thoroughly to ensure that the premises environment is becoming friendly to human being and is not a sources of public health problems. Also is the duty of this unit to advice and give recommendations to architectural drawings/plan related to sanitation and air supplies in different structures according to the purpose of the premises.

Both two sections share one office, with three chairs, one table, and the department have no computer, printer, digital camera, cupboard and transport facilities like motor cycle, therefore department is missing crucial working tools in order to work effectively and efficiently.

2.2.6 Water

Namtumbo District Council has water coverage of 65.5% of total population. The district has a total number of 495 hand pumps distributed in different villages and 6 gravity schemes constructed which provide water to our people in the district.

The Water department supervises water scheme construction thereafter, the scheme is handled over to villagers/beneficiaries for them to own the facility and make sure that they make routine and any major maintenance when break down occurs. The community owned organization is formed, trained and legally registered to carry out project management on behalf of the community. So far the district has formed 5 community owned organization to every constructed gravity scheme and water user group to every drilled water project.

The department has three sections namely; construction, project designing and operation and maintenance section.

The department need a total of 27 staff, but only 12 staff are available and a deficit of 15 (Table 7)

Table 7: Number of staff by 2013

Cadre	Requirement	Available	Deficit
District Water Engineer	1	0	1
Water Resources Engineer	3	0	3
Hydrogeologist Techn.	1	0	1
Principal Technician Civil	2	1	1
Civil Technician	5	2	3
Hydrogeologist Technician	4	2	2
Hydrologist Techcian	2	0	2
Community Development Officer	1	0	1
Water Techn (Survey)	1		
Mechanical Techn	1	0	1
Water Techn (Plumbing)	6	6	0
Pump Techn	1	1	0
Total	27	12	15

The department need a total of 34 working facilities but the actual disposition is only 19 leaving the deficit of 15 numbers of working tools as shown in Table 8 below:

Table 8: Number of working facilities

S/No	Details	Requirement	Available	Discrepancy
1	Tables	7	3	3
2	Office chairs	3	8	4
3	Executive office chairs	17	1	1
4	Cabinet	1	1	2
5	Desk top computer	2	1	1
6	Lap top computer	0	2	2
7	Photocopy machine(Canon)	1	1	0
8	Printer(hp)	1	1	1
9	Supervision car	1	1	1
10	Scan machine	1	1	0
	Total	34	19	15

Core functions

- Implementation of laws, polices, guard lines and strategies provided nationally and internationally eg. That of MKUKUTA, MDG and Country Development Vision (2025) concerning water.
- Provision to communities with adequate ,safe, affordable and sustainable water supply at a reasonable distance of 400m from their home
- Water services

Table 9: Distribution of water services in the district

S/N	Village	Ward	Population	Technology	No of HP/DP	Population saved
1	Magazini	Magazini	4753	HPS	HPS (11)	2,250
2	Amani	Magazini	1193	HPS	HPS (9)	2,250
3	Likusanguse	"	2693	HPS	HPS (9)	2250
4	Ligunga	"	4094	HPS	HPS (13)	3250
5	Lusewa	Lusewa	6009	HPS	HPS (18)	3750
6	Msisima	"	2888	HPS	HPS (10)	2250
7	Matepwende	"	2009	HPS	HPS (9)	2250
8	Milonji	"	3883	HPS	HPS (6)	1250
9	Ligera	Ligera	2829	HPS	HPS (10)	2250
10	Ulamboni	"	1623	HPS	HPS (9)	1623
11	Matepwende	"	2991	HPS	HPS (6)	1500
12	Mtelawamwai	"	1624	HPS	HPS (5)	750
13	Njomlole	"	1338	HPS	Hydram (6 DP)	1200
14	Namahoka	"	1389	HPS	HPS (6)	1500

S/N	Village	Ward	Population	Technology	No of HP/DP	Population saved
15	Limamu	Limamu	2978	HPS	HPS (5)	1250
16	Mtakuja	"	1153	HPS	HPS (4)	1000
17	Mwangaza	"	2158	HPS/DP	HP (5/DP 8]	2158
18	Mkongo	Luchili	4562	Gravity	DP (12)	2400
19	Nahimba	Luchili	1074	Gravity /HPs	HPS (2/DP 4]	500
20	Njalamatata	Mkongo	3180	Gravity	DP (18)	3800
21	Nakawale	Mkongo	3832	Gravity/ HPs	DP (15 /HP10]	3832
22	Ngwinde	Litola	2506	Gravity	DP (15)	2506
23	Namanguli	Luchili	3298	HP	HP (19)	3298
24	Chengena	Luchili	2099	HP	HP (14)	2099
25	Kilangalanga	Luchili	2791	HP	HP (13)	2791
26	Nahoro	Luegu	3081	Gravity	DP (12)	2400
27	Luegu	Luegu	3800	Gravity	HP (3/DP 15)	3000
28	Ukiwayuyu	Luegu	873	HP	HP (4)	0
29	Litola	Litola	3696	HP	HP (7)	1750
30	Kumbara	Litola	2177	HP	HP (4)	1250
31	Mbimbi	Litola	2371	DP	DP (14)	1500
32	Namabengo	Namabengo	5471	DP/HPS	HPS (17 DP 28)	2750
33	Mdwema	Namabengo	1542	HPS	HPS (10)	1542
34	Utwango	Namabengo	3842	HPS	HPS (24)	3842
35	Lumecha	Msindo	2840	HPS	HPS (16)	1500
36	Mtakanini	Msindo	1382	HPS	HPS (9)	1382
37	Msindo	Msindo	2660	HPS	HPS (15)	1500
38	Hanga	Hanga	6225	DP	DP (45)	1500
39	Mawa	Hanga	1849	DP	DP (14)	950
40	Mlilayoyo	Hanga	2189	HP	HP (9)	1750
41	Mageuzi	Hanga	3955	HP	HP (15)	1800
42	Lihimbalilo	Mputa	3979	HP	HP (13)	2500
43	Mputa	Mputa	2842	HP	HP (7)	1000
44	Luhangano	Mputa	4296	HP	HP (9)	2250
45	Naikesi	Kitanda	3572	HP	HP (10)	2250
46	Mhangazi	Kitanda	1655	HP	HP (4)	1500
47	Kitanda	Kitanda	5271	HP	HP (17)	3500
48	Mgombasi	Mgombasi	3622	HP	HP (11)	2000
49	Mtumbati maji	mgombasi	3069	HP	HP (8)	1200
50	Nambecha	Mgombasi	3306	HP	HP (11)	1800
51	Mtonya	Likuyu	3393	HP	HP (15)	2200
52	Likuyuseka	Likuyu	4357	HP	HP (5)	750
53	Mandela	Likuyu	2860	HP	HP (17)	500
54	Mandepwende	Rwinda	3432	HP	HP (6)	1916
55	Namtumbo	Namtumbo	7750	DP	DP (30)	51925
56	Libango	Namtumbo	4924	DP	DP (9/ HP 1)	4924
57	Suluti	Namtumbo	6600	DP	DP (17/HP 1)	4422
58	Rwinda	Rwinda/Migere	6494	DP	HP (3 /DP 25)	4351

S/N	Village	Ward	Population	Technology	No of HP/DP	Population saved
		gere				
59	Minazini	Rwinga	3741	DP	DP (35/HP 2)	2506
60	Masuguru	Mchomoro	3793	HP	HP (5)	750
61	Mchomoro	Mchomoro	4104	HP	HP (8)	1250
62	Songambebe	Mchomoro	1442	HP	HP (5)	750
63	Kilimasera	mchomoro	832	HP	HP (3)	250
	Total		202,234		HP= 491 DP=331	164,067

2.2.7 Works

Namtumbo District Council has a total road network of 1,325.9 kms, out of this 451kms are roads under the management of TANROADS and 874.00 kms are under district roads of which 137.60 kms are gravel roads, 736.40 kms are earth roads with 42 permanent bridges and 2 temporary bridges.

The works department is responsible to carry out routine maintenance of 240 kms of district roads and were completed, 80 kms of roads set out for periodic maintenance were maintained making 81%, 100 kms of roads set out for spot improvement were improved to 80%. But the capacity building program me were not implemented due to lack of financial resources.

The department has four sections namely; roads, building, electrical& fire rescue and mechanical sections. The department need a total of 17 staff, but only 7 staff are available as shown in Table 10 below.

Table 10: Number of staff by 2013

Details	Requirement	Available	Deficity
District Engineer	1	1	0
Engineer II Civil	3	1	2
Quantity surveyor	1	0	1
Principal Technician Civil	2	0	2
Civil Technician	5	2	3
Mechanics Technician	2	1	1
Electrical Technician	2	1	1
Personal secretary	1	1	0
Total	17	7	10

The department need a total of 33 working facilities but the actual disposition is only 19 leaving the deficit of 15 numbers of working tools

Table 11 : Number of working facilities

Types	Requirement	Available	Discrepancy
Tables	6	3	3
Office chairs	12	8	4
Executive office chairs	2	1	1
Shelf	3	1	2
Computer desk top	2	1	1
Computer lap top	4	2	2
Photocopy machine(Canon)	1	1	0
Printer(hp)	2	1	1
Supervision car	2	1	1
Total	34	19	15

2.2.8 Legal

The Legal Unit at Namtumbo District Council as other legal units in other council in Tanzania, is established by law and is bound and is of duty obliged to perform some core functions (main duties of making interpretation and ensuring accurate implementation of the prevailing local government laws, regulations, by-laws, standing orders, and other laws relevant to the council activities.

The core functions of legal unit are: Advise the council accordingly on all legal matter. Attending court sessions on all litigations concerning the council. Preparing the council by-laws in consultation with heads of departments and units of the council and making sure that all By-Laws are made and approved by the full council according to the procedures advocated in the principal law (Act No. 8 of 1982). Updating existing by-laws of the council after researching whether they need to be amended or revoked according to the prevailing laws of that time. Ensuring conformity to lay down procedures when making village by-laws and legalizing them after making sure that all the procedures have been followed. Advising heads of departments with regards to legal matters concerning the functions of departments. Preparing a list of court assessors of the primary courts of the district (Magistrate Court Act, 1984). Providing legal training to the Ward Executive Officers, Village Executive Officers and the members of the Ward Tribunal. Counter signing council contracts and agreements. Regulating Ward Tribunal activities as enshrined in the Ward Tribunal Act, 1985 and regulating and giving legal training to the Village Land Councils and Ward Land Councils.

For the case of staffing, the legal unit has only one legal officer (Council Solicitor) who is a holder of Master of Law (LL.M), who always runs the daily functions of the unit. The unit does not have any other personnel including the office attendant. This makes the management of the office (unit) very difficult. The way forward for the purpose of resolving this challenge is for the government to employ other personnel.

For statutes, the unit has only twenty one (21) volumes of statutes (JUTA), revised edition 2002, which include both principal and subsidiary legislations. Apart from these statutes, the unit no any other legislation, particularly those legislated from 2003 to date. Even among these twenty one (21) volumes of

statutes (JUTA), volume seven (VII) which contains the local government laws (Act No. 7 and Act No. 8 of 1982), which are of the paramount importance to the legal unit as well as the council as a whole in the legal matters, is missing. This stands as a paradox toward effective performance of the legal activities of both the legal office and the entirety of the council. Law reports, the unit also does not have any copy of Tanzania Law Report, East Africa Report as well as High Court Digest whose availability would be of paramount important for references of the day to day decisions. This is a big challenge to the legal unit and the council in general. The unit plans to buy them immediately the fund is available.

The unit has nine bylaws which have a long use from the time of the Namtumbo District Council, which today do not meet and address all the needs of the council in its administration. Most of these have a number of lacunas and weaknesses. This is also an obstacle since many law breaches are still not addressed or covered by the said bylaws. However, to date the legal unit has prepared five (5) drafts of bylaws which are still in the departmental level (to the experts) for opinions. The unit is busy preparing more other drafts of bylaws to address the weakness.

Office infrastructures, the unit has three tables, one executive chair, four chairs, laptop and printer. On the number of cases, to date the unit has one case instituted in High Court.

Table 12: Number of staff

Title	Available	Required	Deficit
Head of department	0	1	1
Legal officer	1	1	0
Document typist	0	1	1
O/A	0	1	1
Total	1	4	3

Table 13: Physical resources in the unit

No	Detail	Available	Required	Deficit
1	Office room	1	1	0
2	Tables	3	3	0
3	Chairs	5	5	0
4	File cabinet	0	1	1
5	Shelves	0	1	1
6	Computers	1	1	0
7	Printer	1	1	0
8	Scanner	0	1	1
9	Projector	0	1	1
10	Digital camera	0	1	1

2.2.9 Procurement Management Unit (PMU)

Procurement Management Unit (PMU) is the unit which established by United Republic of Tanzania through the parliament under the Public Procurement Act No. 21 of 2004. PMU operate independently and report directly to Accounting Officer of Namtumbo District Council.

Core function

- Manage all procurement and disposal by tender activities in procuring entity

- Support the functioning of the Tender Board
- Implement the decision of the Tender Board
- Prepare the advertisement of tender opportunities
- Act as a secretariat to the Tender Board
- Prepare contract documents
- Issue approved contract documents
- Prepare tendering documents
- Prepare report; example monthly report and other reports as may be required from time to time
- Maintain a list or register of all contract awarded

The Procurement Management Unit has six staff

Table 14: Physical resources in the unit

No	Detail	Available	Required	Deficit
1	Head of unit	1	1	0
2	System analyst	2	2	0
3	Network administrator	0	1	1
4	Database administrator	0	1	1
5	Technician	0	1	1
6	Information officer	0	1	1
7	Office room	2	3	1
10	Tables	4	6	2
12	Chair	4	6	2
13	File cabinet	0	3	3
14	Shelves	3	5	2
15	Computers	3	6	3
16	Heavy duty printer	0	1	1
17	Heavy duty scanner	0	1	1
18	Heavy duty copier	0	1	1
20	Projector	0	2	2
21	Digital camera	0	2	2

2.2.10 Information Communication Technology and Public Relations

Information Communication Technology and Public Relations unit was established on 08/06/2011 after Prime Minister's Office made of change of structure by increasing Local Government's Units from four to six. The main function of the unit is to deliver correct and timely information concerning Namtumbo District Council and provide ICT technical supports to Namtumbo District Council staff and the community around the district.

The analysis of current situation of the unit is based on 3 aspects which are:

a) Number of staff

The Namtumbo District Council has got only two (2) staff that are responsible in the day to day ICT activities in the district. The number of staff is not enough because at least 2 staff are required to maintain Information Management Systems (LAWSON, PLANREP, LGHRIS and EPICOR) and two staff for ICT technical support.

b) Working condition of staff

There is one room which is used as information and communication technology office. All computers, printers and scanners are located in that room.

c) Education levels

Both of them are the holders of Bachelor Degree of Computer Science.

Core functions of Information and Communication Technology Units

- Maintenance and upkeep of the council computer systems ,troubleshooting as and when required
- Building a sound networking system for the council for which they may require the help of engineers
- Designing filing systems specific to the council which increase the level of security for all files
- Training the staff in using computers and new systems
- Perform repair work in the system on a regular basis as problems arise frequently and any data loss can prove to be detrimental
- Working closely with the management and other engineers in the council regarding the design of the filing system
- Incorporate suggestions made by other employees for the betterment of the system
- To keep their knowledge about computer systems absolutely fresh as there are new kinds of software and hardware being introduced on a daily basis
- Update the council software regularly and prepare reports and suggestion for the management to act upon

Table 15: Human and physical resources in the ICT unit

Detail	Available	Required	Deficit
Head of unit	0	1	1
System analyst	2	2	0
Network administrator	0	1	1
Database administrator	0	1	1
Technician	0	1	1
Information officer	0	1	1
Office room	1	3	2
Tables	2	5	3
Chair	2	5	3
File cabinet	1	2	1
Shelves	0	2	2
Computers	2	3	1
Heavy duty printer	1	2	1
Heavy duty scanner	0	1	1
Heavy duty copier	0	1	1
Projector	0	2	2
Camera	0	2	2
Cisco switch	0	1	1
Server machine	0	1	1
Heavy duty UPS	0	1	1

The discrepancies illustrated in Table 12 raise major concern that needs to be addressed to enhance the good working environment ensure security and control council of information system that will help the unit to align its goal, objectives and support other department to achieve their goals for the sustainable development of the council community.

2.2.11 Primary Education

Primary Education Department was established in 2006 after the inauguration of Namtumbo District Council. The objective of its establishment was to seeing education policy implementation in order to create soft execution and observation of quality education provided in primary schools. The general role of primary education department is to ensure closer monitoring and supervision of schools that will allow efficient and friendly environment in order to improve teaching and learning process. The department provides every possible instructions, rules and regulations according to which leads execution of proper channeled educational policy. Moreover, the department is responsible for coordinating with various related well wishes and stakeholders who are interested to invest in various aspects of education. On the other hand, The Ward Development Committee and School Committee are working jointly on issues pertained to educational matters and development programme in the ward and primary schools level.

The department consists of three units namely; academic unit, statistics and logistics unit, adult education and non-formal education. Also sports and cultural section is attached to education department in order to link to school children for promotion of spirit of games and sports for the benefit of health body and mind .

The core functions of the department includes: To ensure legal registration to school age going and school attendance as per education policy. To conduct needs assessment, collect data and evaluation on adult education and non-formal. To conduct data collection for out of school children and children with special needs. To ensure proper curriculum implementation in the schools. To conduct needs assessment, collect and analyze data on primary education for future logistics. To monitor proper and correct use of funds, teaching and learning materials. To provide approved measurements for land spacing, infrastructural innovation and expansion. To coordinate, evaluate and supervise national examinations at council level and school level. To allocate teachers in working stations, to facilitate them with authorized rights and benefits. To monitor and control accountability and discipline matters to teachers. To facilitate payments and benefits to teachers as per regulations. Supervise sports and games at council level.

The district council has a total number of 106 primary schools with pre-primary units in 62 villages, there are also adult education centres in nearly all the villages, one (1) MEMKWA centre, 64 MUKEJA groups and 1(one) VETA centre

- There are 106 public primary schools and 2 private primary schools.

Table 16: Number of staff in the administration block

Title	Available	Required	Deficit
Head of department	1	1	0
SLO	3	3	0
Academic officer	2	2	0
Adult education officers	5	5	0
Games and sports officers	2	2	2
Document typist	0	1	1
Office attendant	0	1	1
TOTAL	13	15	4

Table 17: Teachers profile

Type of School	Required	Available		Deficit	Percent
		Female	Male		
Public	1514	412	967	547	64
Private	15	5	4	6	60

The physical infrastructures for primary education, the district council has 682 classrooms, 399 teachers' houses, 868 pit latrines for pupils, 10935 desks, 892 tables, 1210 chairs and 272 cupboards. However, the council has the deficit of 498 classrooms, 781 teachers' houses, 1961 pit latrines, 3291 desks, 1468 tables, 1468 chairs and 1498 cupboards (Table 18).

Table 18: Physical infrastructures to support primary education

No.	Item	Required	Available	Deficit	% of deficit
1	Classrooms	1180	682	498	57%
2	Teachers' houses	1180	399	781	34%
3	Pit latrines	2784	868	1916	31%
4	Desks	14226	10935	3291	77%
5	Tables	2360	892	1468	38%
6	Chairs	2950	1210	1468	41%
7	Cupboards	1770	272	1498	15%

Teaching and learning materials is another problem which has not yet solved to date. Currently the existing allotment of text per pupil is (1:4), the central government is conscientious to distribution of texts. Other challenges facing the department includes: Shortage of books in schools which affects teaching and learning process, Shortage of school physical infrastructure, Shortage of office facilities, Shortage of teaching and learning materials students face drug abuse, early, pregnancies and HIV/AIDS contagion, Inadequate motivation for teachers, low motivation on sports and games, inadequate in-service training, lack of means of transport and shortage of teachers houses

2.2.12 Secondary Education

Secondary Education Department in Tanzania's councils was established in July 2009 after its detachment from the Primary Education Department under the directive of the government which aimed at simplifying the supervision of secondary schools.

This department is headed by the District Secondary Education Officer (DSEO) and consists of two (2) sections which are administration and operation sections.

The core functions of secondary department are;

- To ensure that the curriculum is properly implemented
- To coordinate, collect and analyze data on secondary education in the council
- To supervise and monitor the rehabilitation, expansion and construction of secondary schools
- To estimate the hierarchical needs of teachers
- To import and distribute school supplies according to the needs of the school
- To monitor income and expenditures of secondary schools
- To monitor the provision of various educational multi-service delivery in schools
- To coordinate teachers, students and school workers affairs
- To coordinate and supervise national examinations at council level and school level

- To monitor and control accountability of teachers and other school workers
- To Supervise sports and games at council level
- To locate teachers in working stations at council level and to perform other tasks as directed by District Executive Director.

The council has 30 secondary schools of which 24 are public owned secondary schools and 6 are private owned secondary schools. Among them there are 4 Advanced level secondary schools; 2 are government schools and 2 are private schools (Table 19).

Table 19: Advanced level secondary schools

Government schools	Combinations	Private schools	Combinations
Namabengo	HGL, HGK	St. Benedict	HGK
Pamoja	HKL,HGK	Stella Matutina(Ligano) seminary	HGK

Meanwhile the council has a total of 8349 secondary school students, where by 7024 are Students from government secondary schools among of them 3876 are male and 3148 female. While 1325 are Students from private owned secondary schools among of the 859 are male and 466 female (Table 20).

Table 20: Students in public and private secondary schools

School Type	Male	Female	Total
Public secondary school	3876	3148	7024
Private secondary school	859	466	1325

The council has a total of 297 secondary school teachers, where 215 are male and 82 are female. The science and mathematics teachers are only 43 this number is not enough to accommodate number of students available in secondary schools. Teacher's categorization is shown in Table 21 and 22 below:

Table 21: Teaching staff for government and private schools

Type of School	Required			Available			Deficit		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Public secondary school	300	100	400	200	70	270	100	30	130
Private secondary school	24	26	50	15	12	27	11	12	23

Table 22: Science and mathematics teachers

Type of School	Required			Available			Deficit		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Public secondary school	72	92	164	26	23	49	66	75	141
Private secondary school	30	22	52	10	13	23	40	52	92

For case of infrastructure the department has 7 administration blocks, 87 teachers houses, 165 classrooms, 26 laboratories, 282 pit latrines, 5871 tables, 5871 chairs, 9 dormitories, 5 hostel, 5 mobile laboratory, 7 offices and 2 dining halls. However, the department is facing deficit of 68 classrooms, 222 teachers' houses, 17 offices, 1153 tables, 1153 chairs, 68 laboratories, 17 administration blocks, 22 dining halls, 62 pit latrines, 75 dormitories, 55 hostels and 16 mobile laboratories (Table 23).

Table 23: Secondary schools infrastructures

Infrastructures	Required	Available	Deficit
Class rooms	233	165	68
Teachers houses	309	87	222
Offices	24	7	17
Tables	7024	5871	1153
Chair	7024	5871	1153
Laboratories	94	26	68
Administration blocks	24	7	17
Dining halls	24	2	22
Pit latrines	344	282	62
Dormitories	84	9	75
Hostel	60	5	55
Mobile laboratories	21	5	16

The department is also hindered by numerals challenges which affect its performance which include; shortage of teachers due to geographical and un conducive working environment, shortage of books in schools which affects teaching and learning process, Shortage of school physical infrastructure, Shortage of office facilities, petty business, domestic works to students, early pregnancies and less contribution of food for students by parents; Inadequate in-service training, lack of means of transport (motor cycles), computer (desk top), computer (laptop), photocopier, printer, scanner, cupboard and shelf.

2.2.13 Community Development and Social Welfare

Community development department is designed with the objective of facilitating the local community to identify problems, develop ideas, implement and monitor the development projects that take place in their local areas by using the available resources so as to ensure sustainable development. Community development is the liaison between other department hence it coordinates a number of department in its functions. It acts as an instrument for achieving the village goals namely, good quality livelihood and cooperative economy capable of producing sustainable growth, peace and unity.

For the better implementation of the department activities; the department is divided into four sections which are: research, planning and statistic, women and gender development, gender development , building construction and appropriate technology, social welfare and youth development.

The community development department has the following core functions and responsibilities:

To develop, coordinate, monitor and evaluate the implementation of the community development policy and programme, identification and coordination of Community Based Organizations (CBOs).

To prepare implementation programme, coordinate, follow up and evaluate implementation of women and gender development programme

To oversee coordination and monitoring of community based HIV/AIDS intervention paying attention to gender issues

To oversee implementation of children development policies

To coordinate and monitor the NGOs

To advocate, publicize, disseminate policies, strategies, programmes, plans, regulations and functions to create public awareness

To oversee youth development

To administer community development works

The community development and social welfare has a total of 22 staff, who includes: 3 community development officer, 3 community development assistants, and 2 community development technicians. However, the department is facing a serious crisis of staff; there is no town community development officer, no social welfare officer, no youth officer, no secretary and no office supervisor.

The department is operating under a very difficult environment since it lacks many working infrastructures. The department has only 1 table, 2 chairs and 1 office. There is no, laptop and desktop computers, printer, shelf, cup boards, photocopy machine and binding machine. Generally, the operationalisation of the day to day activities is affected due to shortage of both staff and working infrastructures.

2.2.14 General Election

After every five years there is election supervised by National Electoral Commission (NEC) for Councillors, Member of Parliament and President. The last election was in 2010 and it is expected another election by 2015, before election NEC coordinate people to update their information to the Permanent National Voter Register, for those who have not registered for different reasons. For those who have registered to make their information clear and to remove all information of death voters and to add the voters who have migrated from different area to Namtumbo District Council then the information are displayed to all parts of the district to give room everyone to prepare for election. Election department helps to solve problems arises between political parties, leaders and community on the issue of leadership and election on the time of filling gaps. Also there is election supervised by TAMISEMI (PMO RALG) to elect Hamlet and Village Leaders. In fulfilling election related issues the department has core functions which are: To supervise general or by-elections, to supervise election tools and materials, to work in cooperation with electoral committee planning for general election, to keep and update voters registration book, to Keep election records, to link between constituency and electoral committee, to supervise implementation of committee/election activities and to control financial expenditure in accordance with election timetable currently, the department has no Professional Election Officer instead there is one staff who was nominated as Election Officer since 1996 following the directives from PMO-RALG. On the other hand, there is shortage of transportation facilities, shortage of working instrument and equipment, shortage of furniture and lack of election unit officers.

2.2.15 Agriculture, Irrigation and Cooperative

Namtumbo District Council (NDC) has got a total of 116,192 farmers of which 65,376 are females and 50,816 are males. Department of Agriculture, Irrigation and Cooperative (DAIC) is among of the 13 departments in the district.

The department is composed of the following sections: Agriculture, Irrigation and Cooperative with 52 staff, among them 9 are females and 43 are males. There is 13 staff stationed at the head office and 39 in fields. Qualifications of staff vary from certificate to Master's degree as follow 1 Master degree holder, 8 Bachelor holders, 23 Diploma holders and 20 Certificate holders. The department has capacity building programme whereby 4 staff have gone for further studies (3 have gone for diploma and 1 for Bachelor). The department has got 3 cars, 24 motorcycles, 2 printers, 1 photocopier and 5 computers which are not enough.

Core functions of the department are:

- Supervision of different agricultural projects like construction of infrastructures and buildings
- Provision of extension services to farmers
- Supervision and monitoring of AMCOS and SACCOS
- Interpret and implement different policies and guidelines to farmers
- Planning and prepare development and office budget

Namtumbo District Council has a total land of 2,037,500 Ha of which 679,166.70 Ha is arable land, but the area which is under cultivation is 89,144.80 Ha due to poor infrastructures such as roads, incomplete irrigation scheme, electricity, low purchasing power of farm inputs to most farmers, poor farming technologies and market instability. 90% of farmers use hand hoe and the remaining 10% uses power

tillers and tractors. In total NDC has got 76 power tillers and 16 tractors. Although, 17,322 Ha is suitable for irrigation only 1,481.70 Ha (equivalent to 8.55% of the total land suitable for irrigation) are under irrigation. NDC has got fertile soil and reliable rainfall which favors production of several crops which includes: maize, paddy, cassava, potatoes, sorghum, soybean, beans, tobacco, cashew nuts, bananas, oranges, sesame (simsim), sunflowers and different vegetables. The production of these crops differs yearly depending on type of agriculture inputs used, agronomic practices and rainfall distributions. The department is faced by weather forecasting problem due to lack of weather measurements equipment. NDC has got only 2 weather stations 1 is located at Namtumbo urban area and the other at Lusewa ward, both of them have got no measurement equipment.

(a) Agriculture section

Agronomy

Before starting new cropping season the department always prepares approximate requirements of agricultural inputs to be used. The approximations always are farm based requirements, depends on type of soils, crops to be produced and size of farms to be cultivated.

Industrial fertilizers use is compulsory because the soil pH ranges between 5.3 and 6.8 which are acidic (according to research done by ARI Uyole 2012). Basal fertilizer application normally Di Ammonium Phosphate (DAP), Triple Super Phosphate (TSP) and Minjingu Rock Phosphate are recommended while for top dressing Sulphur of Ammonium (SA), UREA, Calcium Ammonium Sulphate (CAN) and NPK are used. The department is lacking agronomist and soil testing kits which lead to poor fertilizers selection in different zones of the district.

In average the district require 25943.6 tons of fertilizers each year though it receives 23861.6 tones which is equivalent to 92%. For DAP fertilizers only 670.9 (27.2%) tones were supplied instead of 2,465.9 tones which were required yearly.

Distribution of fertilizers was supported by subsidy from the government through voucher system which started in 2008/2009 to 2013/2014. However trends show decline in number of vouchers received from Ministry of Agriculture and Cooperatives.

Table 24: Number of vouchers received from 2008/2009 to 2013/2014

Year	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
No. of Voucher	21,116	34,400	40,471	37,493	9,174	11,890

(b) Extension services

Extension service in the district has being delivered to farmers through various methods including direct visiting to farmers, Farmers Field Schools (FFS), telephone communication, leaflets, posters, brochures, seminars, excursion, Nanenane exhibition, demonstration plots, study tours and various training. Also we have two agricultural resource centres at Namtumbo and Lusewa for the purpose of imparting various innovations to farmers.

(c) Crop production

Various crops are grown such as cash and food crops. Cash crops include tobacco, cashew nuts, simsim, sunflower and soybean. While food crops are maize, paddy, cassava, sweet potatoes, sorghum and beans and horticultural crops are bananas, oranges, mangoes, pawpaw, guava, avocados, pineapples, amaranths, chinese cabbage, tomatoes and onions.

Tobacco and cashew nuts only has got permanent selling centers, but for the rest of the crops there is no specific area for marketing.

Not only selling places but also processing machines are not enough. In Namtumbo there are 5 sunflower processing machines, 3 rice processing machines, 256 maize processing machines and 6 cassava processing machines.

(d) Pest & Disease Management

Apart from the crop yield obtained from different crops, the production could be higher than available There are several factors which hinder agricultural production such as pest & diseases ,un even rainfall distribution ,inadequate capital to farmers, market fluctuation, and poor road infrastructure are inclusive. The pest like cut worms, crickets, locust, rodents, and birds outbreak do affects the crops in the district.

(e) Irrigation section

Farmers in irrigation schemes have been motivated by growing various crops like rice, maize, beans, green vegetables, onions and fruits; though they lack technical knowhow on operation, maintenance, strengthening of irrigators organization, financial and water managements. Uses of poor working tools (hand hoes) lead to low production. The produces are either sold direct in the field or transported home for food and future sale by means of bicycles, ox cart, motor cycles and few power tillers, tractors and trucks.

It has got fourteen irrigation projects which are not completely constructed, some working, others not working due to incompletely constructed and all are registered irrigators organization.

The sector requires not less than Tzs 3,297,585,765.00 equivalent to 44.85% of the total budget to complete the ongoing projects as an investment grand. Insufficient funds for service delivery, capacitating the staff and investment prohibits the delivering of the service to the community, making supervision and completion of the projects.

Insufficient or no working gears (office equipment: computer, stationary, printer and its accessories) and field equipment (motor cycles, motor car, total station, farm implements, gum butts, GPS, pHm and eCm).

(f) Cooperatives section

In Namtumbo District Council there is 3 staff but requirements is 8 staff, the main duties are auditing as well as promotion of community to join/establish cooperatives societies and inspection, supervision, training of secretaries and board members on financial management.

There is insufficient of funds for conducting training, auditing and inspection of AMCOS & SACCOS, working tools like laptop and transport facilities

2.2.16 Forestry

Namtumbo District Council has two third of the district total area (13,583.3) covered with forest, miyombo woodland, shrubs, bushes and grasses. Also the district borders with the famous World Heritage Site the Selous Game Reserve in the Northern part and in the Southern part it borders with Mozambique where

there is Niassa Mozambique National Reserve. Namtumbo district provides home for millions of biodiversity making the area to be potential for conservation of natural resources.

2.2.17 Livestock

The district has various groups of cattle, in the forest in different villages such Matepwende-Ligera, Milonji, Mputa, Kitanda and Amani villages. Each group has an average of cattle ranging from 700 to 1200. The exact number of livestock especially cattle, sheep and goats present in the forest is not known. They graze in the village's forest where there is no land use plan and any livestock infrastructures such cattle dip and dam.

2.2.18 Beekeeping

Formally the section was a unit in the department of Land, Natural Resources and Environment, but in 2012 the section was separated to be independent as a full department. The beekeeping department core functions include; supervision of bee reserves initiation, promoting beekeeping policy and act, gather beekeeping information and advice beekeepers on modern beekeeping methods.

The department has no beekeeping officer and assistant officers as stipulated in the declaration that gave them mandate to be full-fledged department as seen in Table 25 below:

Table 25: Number of staff in the beekeeping department

No	Title	Required	Available	Deficit
1	Beekeeping officer	1	0	1
2	Assistant beekeeping officer	18	0	18

The section has formed 42 groups of beekeepers in 30 villages. These groups received 378 modern beehives (100 from district council and 278 from Tanzania Forest Service Agency).

There are 4 forest reserves under central government namely; Matogoro B forest reserve, Kipiki forest reserve, Undendeule forest reserve and Sasawala forest reserve and 5 village forest. The forest reserves are used for beekeeping activities.

The farmers/beekeepers have no safety equipment and protective gears.

The section has no chairs, tables, computers, printer, cupboard and digital camera also the section is missing transport facilities like motor cycle.

Although we have all attractive/good environments for beekeeping but our communities have very low awareness on beekeeping issues hence the community has to be educated on the importance of bees keeping in our conserved areas and given modern beekeeping methods for maximum production of honey and wax.

Also occurrences of bushfire/uncontrolled fire are another challenge facing beekeeping development in the district council.

Namtumbo district has conducive environment for keeping bees because we have many mountain reserves which are Matogoro mountain reserve, Kipiki mountain reserve, Mtungwe mountain reserve and forest reserves which are Sasawala Forest reserves, Kipiki forest reserve and Matogoro B forest reserves, also the community have many private forest reserves at different villages within our council which are good environment for beekeeping. There is a good weather condition of two rain seasons per annual but there is very low public awareness on beekeeping. Through beekeeping the community will get income by selling honey and wax also those reserves will be properly conserved because beekeeping activities as environmental friendly.

2.3 Analysis of External Environment

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

2.3.1 Big Result Now (BRN) initiatives

As part of its effort to transition the country from a low to a middle-income economy, starting with the 2013/2014 financial year, Tanzania, with support from development partners, is adopting a Big Results Now (BRN) initiative. The initiative aims at adopting new methods of working under specified timeframe for delivery of the step change required. This comprehensive system of development implementation, described as a "fast-track people-centered growth 'marathon'" focuses on six priority areas articulated in the Tanzania National Development Vision 2025: energy and natural gas, agriculture, water, education, transport and mobilization of resources.

On 22 February , 2013 , when the President Dr. Jakaya Kikwete formally launched a much-vaunted programme that's ostensibly intended to vault Tanzania over from its current Least Developed Developing Country status (LDDC) to a middle-income nation-state by the year 2025. The initiative will eliminate the "culture of business as usual" and needless confidentiality amongst officials and officers serving the public that has hobbled efforts to move Tanzania forward. If the country is to achieve a middle-income economy by 2025, it is essential that development planning no longer be a secret process for executives and that the public become actively engaged to learn about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance. "Development plans are no longer secret matters for the executives, but the public will be involved to learn about the development plans and share their views accordingly. Namtumbo District Council like other councils is obliged to comply with (BRN) initiatives for making sure that all formulated strategic objectives and targets are timely achieved for sustainable development of the council.

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

This is an important milestone for Tanzania that a formal Five Year Development Plan is being unveiled. Spanning from 2011/12 to 2015/16, the Plan is the formal implementation tool of the country's development agenda, articulated in the Tanzania Development Vision 2025. A prime aspect of the Plan is the recognition of fast-tracking realization of Development Vision 2025 goals. The Plan is underpinned by specific strategies to fast-track realization of the vision 2025 goals and objectives. These include sustainable and effective utilization of existing human and natural capital; creation of an enabling environment for the private sector to invest and participate in a wide range of business opportunities, in the next five years. The Plan emphasizes that the success of the private sector in taping the advantages from the enabling environment will depend on an efficient, well-functioning and effective public sector.

In this respect, the Plan indicates key functions and strategies for the public sector to implement in order to render the growth momentum possible. This is in recognition of the need to bring together stakeholders and mobilize the required resources and environment for sustainable use of the national resources for development. The Plan also provides insights into responses of the government to the increasing challenges of development; and outlines what it will take to succeed, and the expected outcomes in delivering sustainable development. It is the government's expectation that this Plan will assist us to scale up the country's efforts of promoting socioeconomic development. The Plan is premised on the principles

of accountability, credibility, integrity and effective resource utilization. In principle, the efforts capitalize on the idea that ‘business as usual’ attitude will not surmount these challenges. To put these principles in practice, the Plan has singled out key priority areas and identified strategic interventions that will accelerate economic growth, create employment, and support industrialization efforts.

The FYDP implementation approach has been organized in such a manner that the government will take the lead in mobilizing the resources, setting strategic interventions and specifying the activities to be undertaken; while development partners, private sector and other non-state actors will select the earmarked priority activities and thus invest strategically. In recognition of challenges on resource mobilization, the Plan has zeroed in on a few areas of prioritization, of which their implementation will unleash the country's growth potentials. These areas are of agriculture, industry, transport, energy, ICT and human resources.

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

2.3.3 The Tanzania National Development Vision (2025)

Tanzania envisions that by 2025 it will have attained a remarkable development from a least developed to a middle income country in the areas of high quality livelihood, Peace, stability and unity, Good governance, a well-educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.

High Quality Livelihood, Ideally a nation's development should be people-centred, based on sustainable and shared growth and be free from abject poverty. For Tanzania, this development means that the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of social groups (men and women, boys and girls, the young and old and the able-bodied and disabled persons) in society. In particular, by the year 2025, racial and gender imbalances will have been readdressed such that economic activities will not be identifiable by gender or race. All social relations and processes which manifest and breed inequality, in all aspects of the society (i.e., law, politics, employment, education, culture), will have been reformed.

Peace, Stability and Unity, A nation should enjoy peace, political stability, national unity and social cohesion in an environment of democracy and political and social tolerance. Although Tanzania has enjoyed national unity, peace and stability for a long time, these attributes must continue to be cultivated, nurtured and sustained as important pillars for the realization of the Vision.

Good Governance, Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and public servants accountable. By 2025, good governance should have permeated

the national socio-economic structure thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society.

A Well Educated and Learning Society, Tanzania envisages to be a nation whose people are ingrained with a developmental mindset and competitive spirit. These attributes are driven by education and knowledge and are critical in enabling the nation to effectively utilize knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognisant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

- Attain self-reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative
- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

This necessitated the government to launch a National Strategy for Growth and Reduction of Poverty II (NSGRP II) to expedite the process of attaining the national development vision. The Namtumbo District Council as one of the councils responsible for service delivery in the country could serve as one of the government vehicles in attaining the goal of vision 2015 and thus reduce the poverty level among Tanzanians.

2.3.4 Tanzania Mini- Tiger Plan

Mini-Tiger Plan 2020 gives Tanzania a Golden Opportunity to accelerate her economic growth to 8-10% from the current 5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating "Ponds" (SEZ) and attracting "Migrating Birds" (Investment especially FDI) - "Ponds and Birds" theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurs/venture spirit and weak manpower skills for developing modern industry. In order to overcome these problems and bottlenecks, "Ponds and Birds" theory offers a solution which has been successfully applied in the Asian countries including ASEAN, China, India and more recently Vietnam. "Ponds and Birds" theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing "Ponds" (SEZ) in the most promising areas and promising sectors.

Basic Three Stage Strategy: Accelerating to 8-10% annual growth includes: Build Special Economic Zones (EPZ) and Aggressively Promoting Most promising Industries (Primary, Light Industry and Tourism) by use

of well proven SEZ Concept (Ponds and Birds Theory), Quickly improve the National Balance Sheet by expanding exports from \$1.0 billion to \$2-3 billion within 3-4 years by the using "Ponds and Birds" theory and then, expand badly needed public projects in power/energy/water/transport sector by long-term borrowing from Multilateral and Bilateral development banks. The Namtumbo district council has a vast area of 20,375 km². With its strategic location along the border with Mozambique, the area can be strategically used to attract investment through private public partnership to promote the economic growth of the council and the nation at large.

2.3.5 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

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

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

Since Namtumbo District Council is one of the government machineries for implementation of national policies, strategies and priorities, it will ensure that agriculture in the council is transformed in accordance with the ten KILIMO KWANZA actionable pillars.

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

The second National Strategy for Growth and Reduction of Poverty (NSGRP II) or MKUKUTA II) is a continuation of the government and National commitments to accelerate economic growth and fighting Poverty. It is thus an organizing framework to rally national efforts for next 5 years (2010/11 – 2014/15) in accelerating poverty- reducing growth by pursuing pro-poor intervention and addressing implementation bottlenecks. The strategy emphasizes on ten key issues: Focused and sharper prioritization of interventions - projects and programmes - in key priority growth and poverty reduction sectors strengthening evidence-based planning and resource allocation in the same priority interventions, aligning strategic plans of Ministries, Departments and Agencies (MDAs) and LGAs to this strategy, strengthening government's and national implementation capacity, scaling up the role and participation of the private sector in priority areas of growth and poverty reduction, improving human resources capacity, in terms of skills, knowledge, and

efficient deployment, fostering changes in mind-set toward hard work, patriotism, and self-reliance; mainstreaming cross cutting issues in MDAs and LGAs processes, strengthening the monitoring and reporting systems; and better implementation of core reforms, including paying strong attention to further improvement of public financial management systems. All of these are in consonance with the core functions of the Namtumbo District Council in offering public services.

2.3.7 Small and Medium Enterprise Development Policy 2002

In Tanzania the SME sector has been recognised as a significant sector in employment creation, income generation, and poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This requires an all-embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation. Central to all these strategies is the ultimate objective of attaining rural industrialisation in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionising the SME sector to make it sustainable agent of stimulation of growth of the economy.

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The **overall objective** of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy

The policy covers the following key areas: Reviewing and reconsidering public policies and regulations that discriminate against or hinder the start-up, survival, formalisation and growth of SMEs, Enhancing the growth of the sector, Identifying and assigning clear roles of key actors, Developing strategies that will facilitate provision of financial and non-financial services to SMEs, Developing and institutionalising public private partnerships for SME sector development. In achieving policy objectives the government will: Enhance implementation of programmes aimed at simplification and rationalisation of procedures and regulations so as to encourage compliance and minimise transaction cost. Continue to improve the physical infrastructures and provision of utilities in collaboration with Local Authorities, private sector and development partners, Promote entrepreneurship development through facilitating improved access of SMEs to financial and non-financial services, Enhance the capacity of institutions providing business training to SMEs, Facilitate and support programmes aimed at increased access of information pertinent to the development of SMEs, facilitate acquisition and adaptation of technologies as well as enhance networking between R&D Institutions and SMEs in a bid to upgrade technologies so as to raise the productivity and competitiveness of the sector, Be committed to facilitating support programmes aimed at

improving SMEs' access to market. Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products and facilitate strengthening of institutions and associations supporting the SME sector. Since industrialisation in Namtumbo District Council is dominated by small scale industries which contribute to the development of the council, the district council has the role of coming up with strategic options of using the available opportunities provided by the government to enhance the capacity of SMEs in the council.

2.3.8 Local Government Reform Programme

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

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

2.3.9 Cooperatives Development Policy

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

2.3.10 The Millennium Development Goals (MDGs)

The Millennium Development Goals (MDGs) are eight goals to be achieved by 2015 that respond to the world's main development challenges. The MDGs are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations and signed by 147 heads of state and governments during the UN Millennium Summit in September 2000. The MDGs are global – level commitments on sustainable human development. The goals are very relevant to the core mission of the Council largely because they focus on extreme poverty eradication, universal education, environmental sustainability, improvement of maternal health, combat HIV/AIDS, malaria and other diseases, improvement of access to clean and safe water and promotion of gender equality and women empowerment. Therefore, Namtumbo District Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavour.

2.3.11 DFID's Anti- Corruption Strategy for Tanzania

The UK Government is committed to transparency, results and value for money. To make it easier for taxpayers and citizens in its partner countries to 'follow the money' provided for development purpose. Over 80% of Tanzanians regard corruption as one of the main problems facing their country (DFID, 2013). Tanzanian businesses identify corruption as the most problematic factor for doing business. Tanzania ranks 102 out of 174 countries in Transparency International's Corruption Perceptions Index (where 1st is least corrupt); this puts it ahead of most East African countries but behind Rwanda and Ghana. The World Bank's Control of Corruption indicator suggests corruption has reduced since 1996 but that progress has stagnated in recent years. DFID Tanzania's budget is £520 million between 2012/13 and 2014/15. DFID uses a variety of channels and partners. The funding channels chosen are based on thorough analysis of whichever is judged to achieve the best results. Funding is provided in the following ways.

General budget support and other financial aid to the Government of Tanzania (65% in 2012/13). Budget support gives the government the means and incentive to build its capacity to manage its own development programmes for its own people. Support to the government can be an effective channel to improve delivery of services such as education and health, as the Government can reach a wider range of people than other organisations. Non-Governmental Organisations (NGOs), International Organisations and others (20%). These organisations advocate for reforms and work with communities to improve livelihoods, manage local resources and demand better services from their local governments. For example DFID Tanzania supports the NGO Twaweza, which amongst other activities has monitored central government funds reaching secondary schools. This helped the level of funding increase twentyfold in one year. Commercial Service Providers (15%) which manage programmes which have a large number of implementing partners or which involve risk sharing with the private sector. These are experts contracted following rigorous and transparent international competitive tendering. They provide dedicated specialist expertise local and international that would otherwise be unavailable to either the Government or DFID.

In Tanzania, DFID will continue to ensure integrity and value for money through the above, and in areas such as: Carrying out additional cross-cutting analysis of corruption and fraud risks relating to every programme in the DFID Tanzania portfolio, taking into account the specific sector, the partners involved and the way in which the programme will be implemented. Additional spot checks and audits on programmes, including where there are no specific suspicions of aid misuse. Using management agents to monitor high risk programmes. For example, as part of DFID's Accountability in Tanzania programme, a managing agent has helped civil society organisations make significant improvements in the robustness of their financial systems. Introducing specific measures to mitigate corruption in high-risk programmes. Measures will include additional staffing, additional analysis, adjustments to procurement arrangements and initiatives to involve citizens in monitoring the delivery of services. The measures will vary according to the risks involved. The Namtumbo District Council is obliged to obey the anticorruption strategies to enhance transparency, results and value for money which will demonstrate sustainable development of the council.

CHAPTER THREE

STAKEHOLDERS ANALYSIS, SWOC ANALYSIS AND CORE VALUES

3.0 Stakeholders Analysis

Stakeholders analysis in Namtumbo District Council involves the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). However, a basic premise behind stakeholder analysis in Namtumbo District Council was that different groups have different concerns, capacities and interests, and this need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analyzing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries and minimize its potential negative impacts (including stakeholder conflicts). The summary results for stakeholders analysis is presented in Table 26.

Table 26: Stakeholders analysis matrix

Stakeholder's name	Characteristics	Activities/interests
Central government	Public entity	To provide financial support
SIDO	Public entity	Community empowerment in small scale industries
		Provision of loans Material control
Extensive service FBOs	Nonprofit oriented	Promoting peace
Police force	Low enforcement	To maintain peace and security
Court	Low enforcement(Low enforcers)	To maintain peace and security To restore justice and right
Prison	Low enforcement (Low enforcers)	Community behaviour change
RAS	Public entity	Provide guidelines.
		Consultations.
		Monitoring.
		Coordination
PPRA	Public entity	Regulation and guidelines on procurement consultation
Secondary and primary schools	Academic institution	Education services
Immigration office	Low enforcement(Low enforcers)	Maintain peace
PCCB	Low enforcement (Low enforcers)	Anti-corruption
NMB bank	Financial institution Profit oriented	Provide financial services
		Provide training of trade
Post office	Government institution	Enhance communication
Benjamin Mkapa Foundation	Public Private Partnership	Provide financial support.

Stakeholder's name	Characteristics	Activities/interests
		Provision of human resource
		Buildings
JICA	International agency	Financial support
	Financial powerful	Provide training
		Provide infrastructure
Central Government (TAMISEMI)	Service oriented High power of authority in decision making	Provide directive
TANESCO	Government institution	Supply electric power
TRA	Government institution	Tax collection
TANROAD	Government agency	Improvement of infrastructure e.g. road
TAMESA	Public entity	Support for mechanical maintenance electrical equipment. & motor vehicles
Contractors Registration Board (CRB)ERB	Public entity	Support for contractors registration and supervise
World Bank	International economic powerful	Provide grant and Aids
TASAF	Public entity	Provide financial support in various projects.
Road Fund Board	Government institution	Provide grant to improve infrastructure
Mantra LTD	International company	Provide various social services like road construction, water and health support.
Water Reed	International company	Provide research training and financial support.
Kallis water wells	Private entity	Provision of pipes, pumps and its spare parts
TACAIDS	Public entity	Financial support, consultation and monitoring
Abasia Hanga	Religious institution	Provision of education, health and water services
AMCOS	Public entity	Provision of agricultural inputs
PADI	NGO, Nonprofit organization	Support OVC
Community members	Small scale farmers, low income eamers	Beneficiary support , implementation of various development projects
TLTC	Public Private Institution	Revenue collection on tobacco crops
Construction companies	Private entities	Provision of services of construction of infrastructures
JHIPIEGO	Non-Governmental Organization	Provide research training and financial support.

3.1 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

In achieving the Namtumbo District Council vision, mission, strategic objectives and targets the council must strive to utilize its existing strengths and opportunities to eradicate its weaknesses and challenges. However, based on the analysis of the internal and external environment in chapter two, the following is a summary of strengths, weaknesses, opportunities and challenges that Namtumbo District Council has to address and exploit.

3.1.1 Strengths

- Namtumbo District Council is a legal entity established on the basis of the constitution of the United Republic of Tanzania Act 7: 1982
- Availability of mineral deposits
- Presence of a well-defined organization structure with good chain of command and feedback
- Availability of competent management team
- Presence of council by laws
- Availability of wildlife management areas
- Good relationships with the existing stakeholders
- Availability of trainable technical staff in their respective fields
- Availability of qualified and skilled staff
- Availability of fertile land
- Presence of abundance manpower mainly comprised of youths
- Team work spirit among staff members
- Favourable institutional setup and good governance

3.1.2 Weaknesses

- Low participation of the community in decision making and implementation of development projects
- Lack of proper land use management
- Shortage of qualified staff
- Un-conducive working environment at ward and village level
- Inadequate staff at lower levels
- Ineffective mobilization of fund from different sources
- Policies and strategies have not been disseminated and understood by stakeholders
- Poor enforcements of laws and by- laws
- Poor participation in economic development activities
- Existence of corruption behaviour to some officials
- Lack of risk management policy.
- Weak information and communication technology system
- High computer illiteracy at lower level officials
- Unnecessary delay of payments

3.1.3 Opportunities

- Availability of abundant land resources suitable for various socio-economic activities
- Access of guidelines from central government.
- Availability of financial institutions which act as sources of funds to support community development projects. (NMB, SACCOS)

- Presence of private services providers
- Willingness of central government to allocate resources for the council development
- Good relationship with external donors.
- Good support from different stakeholders
- Existing of donor/development partners' willingness to support.
- Availability of national strategies documents and policies
- Existence of planning/budgeting guidelines from central government.
- Availability of capital development grants
- Availability of natural resources (e.g. Minerals and wildlife conservation)

3.1.4 Challenges

- Increased social and economic activities which affect the environment
- Prevalence of livestock and crop diseases
- Low price of agricultural products under free market economy system
- Environmental degradation due to poor agricultural practices
- Late release of funds from central government
- Delays in release of funds to effect development plans
- High illiteracy rate among farming community
- Change in demographic labour patterns resulted from discovery of mining (uranium)
- Prevalence of HIV/AIDS which affect manpower
- Lack of reliable rural road Infrastructures
- In adequate budget for the implementation of development activities
- Shortage of working facilities.
- Shortage of houses for staff
- Shortage of school physical infrastructure
- Shortage of office facilities
- Shortage of teaching and learning materials
- In adequate motivation for teachers
- Inadequate in-service training
- Climate change
- Politician vested interest

Core values

Core values are enduring beliefs that an institution and the people who inhabit it hold in common and Endeavour to put into action. Values should lead the Namtumbo District Councils staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. Core values are the prerequisite norms for effective and efficient service delivery in any organization. The operationalisation of the Namtumbo District Council Strategic Plan is guided by ten major core values that constitute what the council values most. These values are:

- Integrity - High moral values, working ethics and honor.
- Courtesy-Creation of friendly environment and high attention to the client's expectation
- Accountability and Responsibility -Obligation to perform duties as per set rules and regulations
- Namtumbo District Council or staff shall discharge his/her responsibilities efficiently, diligently with discipline and honesty.

- Namtumbo District Council or staff shall abide to the requirements of his/her respective code of act No. 8 of 1982, section 20A of act No. 10 of 1982 , public service code of conducts and any other legislations which govern public service affairs.
- Impartial- Namtumbo District Council or staff shall deliver their services to the community without any stigma to people living with HIV/AIDS and people with disabilities.
- Transparency – Namtumbo District Council or staff shall be fair, open, truthful, and honest and shall conduct his/her duties in such a manner that will protect the council's integrity
- Customers focus/driven: Offering services by prioritizing customer needs.
- Result oriented: - Handover to fulfill the expected goals in aspects of his/her duties and responsibilities
- Corruption: Employees unties with bribes and corruption attractions.

3.2 Evaluation of the Implementation of the 2010-2013 Strategic Plan

The implementation of the 2007/2008-2012/2013 strategic plan faced different constraints which have resulted to low achievement of some targets; this has necessitated the rolling over of some targets which were not achieved. This subsection therefore, presents a summary of evolution on the implementation of the 2007/2008-2012/2013 strategic plan which has lost its legitimacy.

Table 27: Performance evaluation of the previous strategic plan

S/N	Service area	Strategic objective	Target	Achieved	Not achieved	Remarks
1	Planning, statistics and monitoring	Improve access, quality and equitable social services delivery	1 Socio-economic statistical data bank established by 2013.	Achieved as scheduled		
			Annual plan and development budget for the council get prepared by 2013	Achieved as scheduled		
		Increase quantity and quality of social services and Infrastructure	Number of development projects increased from 26 in 2007/2008 to 130 by 2013	104 development project increased as scheduled		
2	Community development	Improve access, quality and equitable social services delivery	Community mobilized to increase development groups from 15 in 2007/2008 to 150 groups by 2013.	135 development groups increased as targeted		
		Improve services and reduce HIV/AIDS infection	15 commemorations of the world's AIDS day, African child days and world's women days get coordinated by 2013.	Achieved successfully		
3	Primary education	Improve services and reduce HIV/AIDS infection	Education sessions on HIV/AIDS in school Increased from 102 schools in 2008/2009 to 137 schools by 2012/2013	Achieved successfully		

		Increase quantity and quality of social services and Infrastructure	Technical schools Increased from 2 schools in 2008/2009 to 7 schools by the year 2012/2013.	1 technical school constructed	4 technical schools not constructed	Financial constraints
		Improve access, quality and equitable social services delivery	Number of schools providing lunch to pupils increased from 3 schools in 2008/2009 to 137 by 2012/2013	Achieved successfully		
4	Adult education	Improve access, quality and equitable social services delivery	Number of adult education centers increased from 102 in 2008/2009 to 137 by 2012/2013.	Achieved as targeted		
5	Secondary education	Increase quantity and quality of social services and Infrastructure	Number of secondary schools Increased from 17 in 2008/2009 up to 27 by the year 2012/2013.	Achieved as targeted		
			A level streams of secondary schools increased from 0 in 2008/09 to 4 by 2012/2013	2 A level streams of secondary school available	2 A level streams not achieved	
			18 Senior education staff trained on education data collection and analysis by 2012/2013	Achieved as targeted		
			Monitoring and evaluation in schools strengthened by 2012/2013	Achieved as targeted		
6	Health	Improve access, quality and equitable	Increase immunization coverage of under-five from	Achieved successfully		

		social services delivery	27632 year 2007/2008 to 29202 year 2013.			
			Infant mortality rate reduced from 147/1000 in 1007/2008 to 127/1000 by 2013.	Achieved as targeted		
			Maternal mortality rate reduced from 146/100,000 in 2007/2008 to 140/100,000 by the year 2013.	Achieved as targeted		
7	Water	Improve access, quality and equitable social services delivery	Number of people supplied with clean and safe drinking water increased from 128,544 people in 2007/2008 to 110,544 by 2012/2013.	Only 65% of the target achieved	35% not achieved	
			Number of shallow hand pump wells increased from 410 in 2007 up to 700 wells by 2012/2013.	Only 65% of the target achieved	35% not achieved	Financial constraints
			Number of water gravity projects increased from 6 water sources in 2007 to 10 sources by 2012/2013.	Achieved successfully		
8	Natural resources	Improve access, quality and equitable social services delivery	Number of tree nurseries increased from 12 in 2007/2008 to 60 by 2012/2013.	Achieved successfully		
			Tree planting increased from 1,500,000 seedlings in the year 2007/2008 to 7,500,000	Achieved successfully		

			by 2012/2013			
9	Agriculture	Increase quantity and quality of social services and Infrastructure	Production of food crops increased from 71,324 tones 2005/06 to 140,067 by the year 2009/2013.	Achieved successfully		
			Production of cash crops: <ul style="list-style-type: none"> • Tobacco production from 6988 Ha. 2005/06 to 800 Ha. by 2010. • Cashew nut from 1360 Ha. 2005/06 to 2015 Ha. by 2013 • Simsim from 5184Ha. the year 2005/06 to 7584 Ha. by the year 2013. • Paprika production from 150 Ha. of 2005/06 to 2013 Ha. by the year 2010. • Sunflower production from 513 Ha. the year 2005/06 to 890 Ha. by 2013. 	70% of targets Achieved		
			Farmers Field School (FFS) and demonstration farms increased from 18 of 2005/06 to 35 farms by the year 2013.	Achieved successfully		
10	Livestock	Increase quantity and quality of social	Increased number of livestock:			

		services and Infrastructure	Cattle from 2,273-3,523 Goats from 48,685-87,633 Sheep from 3,084-7,864 Swine from 1,050-1,485 Chicken from 226,034-465,369	90% targets achieved		
			Number of Cattle Dips increased from 2-7 by 2012/2013.	Achieved successfully		
			Increased campaigns of vaccination against: Rabies – Once per year FMD – Once per year NCD – Twice per year in five years by 2012/2013	Achieved successfully		
11	Co-operatives	Improve access, quality and equitable social services delivery	Number of Cooperative Societies increased from 31 in 2007 to 40 in the year 2013.	Achieved successfully		
			Increased capacity of auditing to 40 Cooperative Societies by 2013	Achieved successfully		
12	Trade	Improve access, quality and equitable social services delivery	Number of new trading license to different traders increased from 99 in 2006/2007 to 250 in 2013.	Achieved successfully		
			200 businessmen trained on entrepreneurship by 2013.	Achieved successfully		
			1,000 businessmen provided	75% of target		

			with financial credits by 2013	achieved				
13	Works	Increase quantity and quality of social services and Infrastructure	Construction and supervision of earth roads increase from 200.4 km in 2007/2008 to 437.5km by 2012/2013	Achieved successfully				
14	Lands	Increase quantity and quality of social services and Infrastructure	Number of Town Planning drawings increased from 8 in 2007 to 20 by 2013.	85% of target achieved				
			Number of surveyed plot increased from 1700 in 2007 to 5100 by 2013	85% of target achieved				
15	Administration	Enhance good governance and Administrative Services	Number of public servants increased from 1233 in the year 2007 to 2,331 by 2012/2013	95% of target achieved				
			Number of trained public servants increased from 20 in the year 2007 to 100 by 2012/2013.	Achieved successfully				
			Number of public servants promotions increased from 36 in the year 2007 to 180 by 2012/2013.	Achieved successfully				
16	Finance		Revenue sources increased from 4 in 2007/2008 to 10 by 2012/2013.	Achieved successfully				

			Own source collection increased from Tsh.279,477,720 in the year 2007/2008 to 1,000,000,000 by 2012/2013.	Achieved successfully		
			60 financial reports and submission to statutory committees & Full Council in the year 2007/2008 prepared and submitted by 2012/2013	Achieved successfully		

CHAPTER FOUR

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

4.0 Vision

Namtumbo District Council aim to have a community with high socio-economical services and sustainable development by 2019

4.1 Mission

Namtumbo District Council intends to provide quality socio economic services to its community through effective efficiency use of resources and good governance for improved living standards.

4.2 Strategic Objectives

- Improve services and reduced HIV/AIDS infection
- Enhance, sustained and effective implementation of the National Anti-corruption strategy
- Improve access, quality and equitable social services delivery.
- Increased quantity and quality of social services and infrastructure
- Enhanced Good Governance and Administrative services
- Improve social welfare, gender and community empowerment
- Improved emergency and disaster management
- Management of Natural Resources and Environment Improved

4.3 Core values

Core values are enduring beliefs that an institution and the people who inhabit it hold in common and endeavour to put into action. Values should leads the Namtumbo District Councils staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. Core values are the prerequisite norms for effective and efficient service delivery in any organization. The operationalisation of the Namtumbo District Council Strategic Plan is guided by ten major core values that constitute what the council values most. These values are:

- ❖ Integrity - High moral values, working ethics and honor.
- ❖ Courtesy-Creation of friendly environment and high attention to the client's expectation
- ❖ Accountability and Responsibility -Obligation to perform duties as per set rules and regulations
- ❖ Namtumbo District Council or staff shall discharge his/her responsibilities efficiently, diligently with discipline and honesty.
- ❖ Namtumbo District Council or staff shall abide to the requirements of his/her respective code of act No. 8 of 1982, section 20A of act No. 10 of 1982 , public service code of conducts and any other legislations which govern public service affairs.
- ❖ Impartial- Namtumbo District Council or staff shall deliver their services to the community without any stigma to people living with HIV/AIDS and people with Disabilities.
- ❖ Transparency – Namtumbo District Council or staff shall be fair, open, truthful, and honest and shall conduct his/her duties in such a manner that will protect the Council's integrity
- ❖ Customers focus/driven: Offering services by prioritizing customer needs.
- ❖ Result oriented: - Handover to fulfill the expected goals in aspects of his/her duties and responsibilities
- ❖ Corruption: Employees unties with bribes and corruption attractions.

4.4 Strategic Objectives, Result Area, Key Targets, Strategies and Performance Indicators

4.4.1 Strategic objective 1

- Improved access, quality and equitable social services delivery
- Increased quantity and quality of social services and infrastructure
- Improved services and reduced HIV/AIDS infections

4.4.1.1 Result area: Planning statistics and monitoring

Strategic objective	Targets	Strategies	Performance indicators
Improve services and reduced HIV/AIDS infection	HIV/AIDS knowledge at workplace improved by 2019	Conduct 5 days HIV/AIDS sensitization meeting to 20 planning, statistics and monitoring staff and other stakeholders	Number of planning, statistics staff and other stakeholders attended
Improve access, quality and equitable social services delivery	100 primary and secondary education infrastructures improved by 2019	Involve HoD's Involve stakeholders Involve village government Participate and involve community Involve WDC adhere with policies	Number and type of stakeholders involved % of community participated and involved number of meetings with VG and WDC Number of CMT meetings Number of Full Council meeting Sector's policy adhered
	120 district infrastructures constructed and Improved by 2019	Involve HoD's Involve stakeholders Involve village government Participate and involve community Adhere with policies Involve WDC	Number and type of stakeholders involved % of community participated and involved Number of meetings with VG and WDC-sector's policy adhered Number of CMT meetings Number of Full Council meeting
	District plans, social and economic projects monitored and supervised by 2019	Involve HoD's Involve stakeholders Involve village government Participate and involve community Involve WDC	Number and type of stakeholders involved % of community participated and involved Number of meetings with VG and WDC Number of CMT meetings Number of Full Council meeting
Increased quantity and quality of social	60 socio-economic infrastructures constructed and	Involve HoD's	Number and type of stakeholders involved % of community participated and involved

Strategic objective	Targets	Strategies	Performance indicators
services and infrastructure	improved in the district by 2019	Involve stakeholders Involve village government Participate and involve community Involve WDC Sectoral policy adhere	Number of meetings with VG and WDC Number of CMT meetings Number of Full Council meeting
	150 district infrastructures constructed and improved at lower level of government by 2019	Involve HoD's Involve stakeholders Involve village government Participate and involve community in WDC	Number and type of stakeholders involved % of community participated and involved Number of meetings with VG and WDC Number of CMT meetings Number of Full Council meeting
Enhanced good governance and administrative services	60 councilors and 50 staff capacitated in the district by 2019		Number and type of stakeholders involved % of community participated and involved Number of meetings with VG and WDC Number of CMT meetings Number of Full Council meeting
	Conducive working environment and ceremonial services enhanced by 2019		Number and type of stakeholders involved % of community participated and involved Number of meetings with VG and WDC Number of CMT meetings Number of ceremonies enhanced Number of working tools and office consumables facilitated
Improve social welfare, gender and community	Social welfare improved in the district by 2019		Number and type of stakeholders involved % of community participated and involved

Strategic objective	Targets	Strategies	Performance indicators
empowerment			<p>Number of meetings with VG and WDC Number of CMT meetings Number of sports and games facilitated and attended</p> <p>Number of orphans, elders and disabled social and economic groups facilitated</p>
Management of natural resources and environment Improved	Land use plan and environmental conservation in the council enhanced by 2019		<p>Number and type of stakeholders involved % of community participated and involved</p> <p>Number of meetings with VG and WDC Number of CMT meetings Number of villages with land use plan Number of plots demarcated Number of forest reserved Number of nursery trees</p>

4.4.2 Strategic objective 2

- Improved services and reduced HIV/AIDS infections
- Increased quantity and quality of social services and infrastructure
- Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- Enhanced good governance and administrative services

4.4.2.1. Result area: Administration and personnel department

Strategic objective	Target	Strategy	Performance indicators
Services improved and HIV/AIDS infection reduced	All employees living with HIV/AIDS identified and connected to different services by 2019.	<p>Liaise with the community development department to persuade employees living with HIV/AIDS to identify themselves without fear.</p> <p>Get a special human resource officer who will coordinate issues of the people living with HIV.</p> <p>Set special people in each department to be contacted by the employees living with HIV</p> <p>Operationalise the district HIV policy to address different HIV matters</p>	Number of employees living with HIV identified and connected to various services.
Good governance and administrative services improved	63 people employed by 2019	<p>Prepare and submit to the President's Office Public Service Management (POPSM) the human resource plans and make a follow up to obtain employment permits on time.</p> <p>Delete from the payroll the retired employees as soon as possible so as to ask for the replacement permits from the POPS M</p>	<p>Number of employees hired re-categorised.</p> <p>Number of employment permits obtained.</p> <p>Number of retirees deleted from the payroll</p>
	Employees trained to fit on their job structures by 2019	Prepare a good training and development programme so as to develop the	Number of employees trained/developed.

Strategic objective	Target	Strategy	Performance indicators
		employees to fit in their respective job structures Make follow ups on the capacity building grants from the central government.	
	Office equipments and transport improved by 2019	Procure equipments yearly as much as funds can allow Allocate sufficient funds for equipments	Number and type of equipments purchased. Number of locomotives purchased
	All departments structure and composition known by 2019	Prepare and maintain an up dated seniority list of all departments. Strengthen the filing system to store the Individuals particulars properly	The human capital management information system reading the current employee data. Frequent changes in the seniority list book "TANGE".
	Get all the council legal meetings convened at each level 2019	Prepare the meetings time tables at different levels, publish and put them at a visible area to be seen.	Number of meetings facilitated at each level
		Facilitate the convention of such meetings.	.
Social welfare, gender and community empowerment improved by 2019	Achieving a 50 by 50 ratio of men and women in leadership positions by 2019	Encourage women to turn up for various leadership positions	Percentage/ratio of women against men occupying the leadership positions
	Employees getting access to the better Housing by 2019	Allocate sufficient funds for building employees Houses	Number of houses built
	By-laws covering different spheres of life set in place by 2019.	Liaise with the district legal officer to formulate the by-laws	Number of by-laws in place
	Employees getting their rightful salaries on time	Register (enter) employees in the HCMIS the same day they report Effect employment and promotions after the	Percentage in the diminishing of employees queries

Strategic objective	Target	Strategy	Performance indicators
		necessary preparations. Operationalise the district motivation policy	

4.4.3 Strategic objective 3

- Increased quantity and quality of social services and infrastructure
- Improved access, quality and equitable social services delivery.

4.4.3.1 Result area: Agriculture, irrigation and cooperatives

Strategic objective	Target	Strategy	Performance indicators
Increase quantity and quality of social services and infrastructure	Extension service delivery to 63 villages , 31 AMCOS and 12 SACCOS improved in the district by 2019	Set aside a budget farmers involvement involve stakeholders	No of farmers reached by the services. No farmers increased production per unit area.
	Conducive working environment to 52 staff enhanced by 2019	Seek procurement permission Set out the budget Request budget Prepare tender and advertise Procure the tendered	No. motor cycles bought No. car bought No. of house built No. of laptops, printers, photocopier scanner, LCD, Current meter, eC meter, pH meter, total station, and stationeries bought
Improved access, quality and equitable social services delivery.	Emergency preparedness and disasters management to farmers and extension staff enhanced by 2019	Set aside a budget farmers and extension involvement involve stakeholders	No of farms served from disasters No. of extension staff served from disasters No. of stakeholders involved
	Agricultural infrastructures (4 bridges, 5 roads, 14 irrigation schemes 4 warehouse) constructed improved by 2019	Set aside a budget Community involvement Involve stakeholders Conduct monitoring and supervision Construct infrastructures	No. of bridges constructed No. of roads constructed No. of irrigation schemes constructed No. of warehouse constructed
Increase quantity and quality of social services and infrastructure	3.5 to 5.25 tons per hectare of agricultural production for food crops and cash crops increased from by 2019	Set aside a budget Community involvement Involve stakeholders	No. of farmers increased production per unit area No. children sent to school Amount of food stored No. of meals taken per day

Strategic objective	Target	Strategy	Performance indicators
		Conduct monitoring and supervision	
	Agricultural mechanization equipments (18-25 tractors and 76-110 power tiller and its implements increased by 2019	Set aside a budget Community involvement Involve stakeholders Buy agricultural mechanization equipment	No. of tractors bought No. of power tillers bought
	Twenty (20) agricultural staff receive long term training at a level of MSc, BSc, Diploma and 221 irrigators organization reserved short courses by 2019	Set aside a budget Prepare long term study plan roaster Prepare short term study plan roaster Conduct training	No. of staff pursue MSc, BSc and Diploma No. of irrigators organization (IO) trained
	Ceremonial services enhanced by 2019	Set aside a budget Community involvement Involve Stakeholders Attend exhibition	No. of farmers attend Nanenane exhibition at Mbeya and Songea

4.4.4 Strategic objective 4

- Improved access, quality and equitable social services delivery.
- Quality and quantity of economic services and infrastructure improved

4.4.4.1 Result Area: Livestock and Fisheries

Strategic objective	Target	Strategy	Performance indicators
Increase quantity and quality of social services and Infrastructure Quality and quantity of economic services and infrastructure improved	Village keeping dairy cattle increased from 28 to 63 by 2019	Set aside a budget Livestock keepers involvement Involve stakeholders Conduct monitoring and supervision	No of dairy cattle. No of farmers trained
	Animal health improved to 1,686 dairy cattle, 2608 dogs and 170,003 poultry in the district b by 2019	Set aside a budget Livestock keepers involvement Involve stakeholders Conduct monitoring and supervision	No of animals vaccinated
	Livestock and fisheries infrastructure improved; 3-18 slaughter slabs, 6 -18 cattle dips, 1-18 hides and skin shades ,7-60 atoner kiln, 0-18 veterinary clinics, 0-2 primary auction market, 0-18 milk collection centers, 0-1 milk processing industry, 1 livestock laboratory, breeding pond by 2019	Set aside a budget Livestock and fish farmers involvement Involve stakeholders Conduct monitoring and supervision	Number of slaughter slabs constructed Number of hides and skin shade constructed Number of atoner kiln constructed Number of farmers trained Number of milk processing industry constructed
	Extension services improved to livestock farmers and fish farming in the district by 2019	Set aside a budget Livestock keepers and fish farmers involvement Involve stakeholders Conduct monitoring and supervision Set aside a budget Livestock keepers involvement	Number of staff employed Number of staff trained Number of motor cycles procured Number of motor vehicle procured No of livestock keepers/fish farmers attend nanenane exhibition

Strategic objective	Target	Strategy	Performance indicators
			No of staff attended nanenane exhibition
Increase quantity and Quality of social services and Infrastructure Quality and quantity of economic services and infrastructure improved	Land use plan enhanced for pasture establishment to 20 villages by 2019	Set aside a budget Livestock keepers involvement Involve stakeholders Conduct monitoring and supervision	No of village conducted land use plan and management Number of pasture plots established Number of livestock identified Number of pastoralist registered in the villages Number of pastoralist trained
	Conducive working environment enhanced to 16 staff by 2019	Set aside a budget Livestock keepers and fish farmers involvement Involve stakeholders	Number of staff houses constructed Number of extension kit procured
	Production and productivity improved to 1686 dairy cattle in the district by 2019	Set aside a budget Livestock keepers and fish farmers involvement Involve stakeholders	Number of dairy cattle inseminated Number of offspring produced from artificial insemination
	Capacity building to 16 staff on Msc ,Bsc and Diploma enhanced by 2019	Set aside a budget Staff involvement	Number of staff trained

4.5.5. Strategic objective 5

- Improved access, quality and equitable social services delivery.
- Improve services and reduce HIV/AIDS infection

4.5.5.1 Result Area: Health

Strategic objective	Target	Strategies	Performance indicators
Improve services and reduce HIV/AIDS infection	Condition of health workers living with HIV/AIDs improved by 2019	Support 5 health workers with problems related to HIV/aids on nutrition	Number of workers benefit
Improve access, quality and equitable social services delivery	Delivery of quality health services improved by 2019	Conduct collection of vaccines from RVS to DVS monthly and distribute to health Conduct quarterly meeting for maternal and perinatal mortality at region level	Percentage of vaccination coverage

Strategic objective	Target	Strategies	Performance indicators
		<p>Conduct 2 days annual maternal death review</p> <p>Conduct TB /HIV quarterly meeting</p> <p>Conduct quarterly DHSB meeting</p> <p>Conduct pre-CCHP meeting for 3days to 22 participants</p> <p>Prepare quarterly and annual report to 12 CHMT members</p> <p>Conduct 14 days on develop CCHP to 16 participants for financial year 2014/2015 and submit to regional secretariat</p> <p>Conduct council and ward drug committee meeting by 2015</p> <p>Conduct ADDO shops inspection</p> <p>Conduct monthly CHMT meeting</p>	Number of meetings' and increase of performance
Improve access, quality and equitable social services delivery	Conducive working environment to health staff improved from 284 to 305 by 2019	Facilitate smooth running office	Percentage of offices provided with equipments
Improve access, quality and equitable social services delivery	Quality of health services in the district improved by 2019	Conduct maintenance and repair of 4 vehicle	Percentage of service and repair provided
Improve access, quality and equitable social services delivery	Availability of drugs and medical supplies to 6 VA health facilities by 2019	Facilitate fund transfer to VA health facilities for procurement of medical and drugs	Percentage of medical and supplies to VA
Improve access, quality and equitable social services delivery	Delivery of health services in the district improved by 2019	<p>Carry out procurement of medicines, laboratory supplies, hospital supplies and dental equipments</p> <p>Provide employment benefits by paying on call allowances</p>	Percentage of medical and supplies to health facilities

Strategic objective	Target	Strategies	Performance indicators
		<p>to health workers</p> <p>Identify and document 700 poor and vulnerable older people in 6 wards and enroll in pre payments and exemption scheme</p> <p>Facilitate procurement of cleaning materials for 4 health centres</p> <p>Conduct mobile dental clinic services to 6 health centres</p> <p>Conduct mobile dental clinic services to 3 primary school</p>	
<p>Improve access , quality and equitable social services delivery</p>	<p>Reproductive and child health services improved from 95% to 100% by 2019</p>	<p>Conduct sensitization on breast feeding to lactating to mothers</p> <p>Conduct quarterly supportive supervision to 43 healthfacilities and satelites dispensaries by H/C incharges</p> <p>Provide transport for emergency cases from community to health facilities</p> <p>Carry out procurements of grugs and medical supplies for oppotunistic infections</p> <p>Conduct supportive supervision to 10 CTC</p> <p>Conduct out reach services to 5 health facilities</p> <p>Conduct district distribution of NTDs in 30 villages</p> <p>Sensitize the community on importance of male involvement in PMTC in 2 wards Magazini and Mputa</p>	<p>Number of maternal death</p> <p>Percentage of hospital supplies,medicines and tracer items supplied</p> <p>Number of Oral health clinics</p> <p>Percentage of NTDs therapeutic coverage</p>

Strategic objective	Target	Strategies	Performance indicators
Improve access , quality and equitable social services delivery	Conducive working environment to 60 Staff enhanced by 2019	Identify and compile the list of locally available active traditional healers in 31 villages Facilitate collection and transportation of liquid and solid waste from 4 health centers	Number of villages with registered traditional healers
Improve access , quality and equitable social services delivery	Nutrition condition in the district improved by 2019	Facilitate provision of vitamin A and mebendazole for under five children	Percentage of reached with health service programme.
Improve access , quality and equitable social services delivery	Car for most vulnerable groups by 2019	Facilitate mapping, documentation of children's home, day care centres and listing of most vulnerable groups from community Facilitate availability of CHF cards to 200 MVC, aged and disabled households in the district Enable commemoration of african, child, women, family, aged and albino's day	Percentage of primary schools reached with health service programme.
Increase quantity and quality of social services and infrastructure	Health facilities have their building including staff houses in a good state of repair with sanitary facilities by 2019	Facilitate construction incinerator at Lusewa health centre	Availability and incinerator on waste disposal
Improve access , quality and equitable social services delivery	Hazardous waste Quality of health service delivery improved by 2019	Procure cleaning materials for 38 dispensaries Facilitate measles campaigning in 60 village Procure LP gases and illuminating kerosine for 43 H/Fs Conduct advocacy on TB, leprosy, malaria and AIDS day Strengthen nursing ethics on nursing day	Health facilities environment in a good state Percentage of vaccination coverage Percentage of nurses on ethics awareness

Strategic objective	Target	Strategies	Performance indicators
		<p>Facilitate funds transfer to regional referral hospital with medicine and medical supplies</p> <p>Carry out procurement of laboratory supplies, hospital supplies, medical equipment and medicines for 38 dispensaries</p> <p>Conduct fumigation in 8 dispensaries</p>	<p>Percentage of medical and supplies to health facilities</p> <p>Health facilities in good state</p>
Improve access , quality and equitable social services delivery	Conducive working environment from 267 to 284 health staff improved by 2019	Construct one placenta pit at Utwango dispensary	Health facilities waste management in good state
Improve access , quality and equitable social services delivery	Care for most vulnerable groups by 2019	<p>Facilitate and strengthen MVCC committees to three wards</p> <p>Facilitate 15 health workers to attend scientific development annual meetings (TASWO,CHAWATA,MAT, TANNA and MELSAT)</p> <p>Facilitate procurement of nutritious foods and supplementary feeding to MVC and aged people</p>	<p>Percentage of health workers attending and awereness</p> <p>Availability and coverage of supplementary food</p>
Improve access , quality and equitable social services delivery	Reducing drugs abuse in the community by 2019	<p>Facilitate sensitization to 8 secondary schools students on drug abuse and blood donation</p> <p>Commemorate drug abuse</p>	Percentage of number reduced from drug abuse
Improve access , quality and equitable social services delivery	Promotion of nutrition status to pregnant women, < 5 children and lactating women by 2019	<p>Provide health education on infants and young chid feeding to 10 health facilities by 2019</p> <p>Sensitize 2 wards nutrition steering committee on nutrition</p> <p>Conduct quarterly district nutrition steering committee meeting</p> <p>Carryout growth monitoring, promotion and nutrition assesment in 5 ward</p>	Percentage of community supplemented by nutritional food

4.6.6. Strategic objective 6

- Increased quantity and quality of social services and infrastructure
- Improved access, quality and equitable social services delivery.
- Improve services and reduce HIV/AIDS Infection

4.6.6.1 Result Area: Water

Strategic objective	Target	Strategies	Performance indicators
Improve services and reduce HIV/AIDS infection	HIV/AIDS sensitizations don monthly staff meeting and in construction projects by 2019	Staff trained on HIV/AIDS infection Distribute condoms per construction projects	Number of staff trained. Number of condoms distributed per construction projects Number of new cases reported.
Increase quantity and quality of social services and infrastructures. Improved access, quality and equitable social services delivery.	9 water sub projects in 12 villages under RWSSP constructed by 2019.	Set aside Funds yearly for new project construction. Use of technology which is appropriate, affordable & acceptable to users Involvement of communities in planning, implementing & operating their constructed water facilities through COWSOs	Number of new sub projects constructed. Number of COWSOs
	3 engineers and 12 technicians recruited by 2019	Set aside funds for 3 engineers & 12 technicians to fill vacant posts.	Number of staff re-ruited.
	80% of water sources demarcated and protected.	Strengthen the use of bylaws & community sensitization on water source protection.	% of water sources demarcated.
	90% of project constructed handled over to beneficiaries maintained in time after breakdown by 2019.	.	Number of COWSO registered Number of sub projects rehabilitated in time.

4.7.7 Strategic objective 7

- Increased quantity and quality of social services and infrastructure
- Improved access, quality and equitable social services delivery.
- Natural resource and environment improved

4.7.7.1 Result area: Land and natural resources

Strategic objective	Target	Strategies	Performance indicators
<p>Increased quantity and quality of social services and infrastructure</p> <p>Improved access, quality and equitable social services delivery.</p> <p>Natural resource and environment improved</p> <p>Increased quantity and quality of social services and infrastructure</p>	Prepare of 15 village land use plans in the district by 2019.	Survey 15 village boundaries.	Number of villages surveyed increased.
		Issue 44 village land certificates.	Number of village land certificates increased.
		Prepare 34 village land use plans.	Number of Village land use plans report.
	Review of Namtumbo township interim land use plan (2006-2016) by 2019.	Appraise and update the existing Namtumbo township interim land use plan 2006-2016.	Updated interim land use plan 2014-2024 report.
	Prepare of 15 Namtumbo township general planning scheme.	Acquire land and draw town planning drawings	Increased number of Namtumbo township general planning scheme.
	Preparation of 15 Namtumbo township general planning scheme enhanced by 2019	Survey of 1500 plots for planning areas.	Number of surveyed plots increased.
	Promoted and facilitated operation of market on land from 35% to 55% by 2019.	<p>Prepare 1500 CCROs for 40 villages</p> <p>Prepare 500 of land title deed.</p> <p>Update revenue data base collection from 200 land owners to 2000 land owners</p>	<p>Number of people with CCROs increased.</p> <p>Number of title deed offered increased</p> <p>Revenue collection increased.</p>
	Raised awerenes on land managent from 22 villages to 52 villages by 2019.	Train 30 villages on land laws.	Number of villages trained on land laws increased.
Land revenue from 22 milion per year to 50 milion per year Collected by 2019.	Collect 50 million as revenue from land.	Revenue collection from land raised.	
Collecte land revenue from 22 milion per yer to 50 milion per year by 2019.	Purchase 5 sets of survey and office equipments.	Number of survey and office equipments purchased.	
	Improve conducive working environment to 5 land section staff	Number of staff attending variuos workshops and seminars.	

Strategic objective	Target	Strategies	Performance indicators
		Provide employment benefits and incentives to 5 land section staff	Number of staff receiving employment benefits and incentives

4.8.8 Strategic objective 8

- Increased quantity and quality of social services and infrastructure
- Natural resource and environment improved

4.8.8.1 Result area: Beekeeping

Strategic objective	Target	Strategies	Performance indicators
Natural resource and environmental improved	Beekeeping industry promoted to empower the communities in the district by 2019	Involve and participate Village communities on bee keeping issues Involve stake holders	Number of beekeeping increased
Increased quantity and quality of social services and infrastructure	Beekeepers groups initiated in 10 wards by 2019	Involve and participate Village communities on bee keeping issues Involve stake holders	Number of beekeepers increased
	Beekeeping groups trained on modern beekeeping methods by 2019	Involve and participate Village communities on bee keeping issues Involve stake holders	Number of beekeepers increased
	Beekeeper facilitated with modern working tools by 2019	Involve and participate Village communities on bee keeping issues Involve stake holders	Number of beekeepers increased
	Beekeeping section working environment improved by 2019	Beekeeping section staff attend Long and short course	Beekeeping section staff attended courses
	Beekeeping section office equipped with working tools by 2019	Involve stake holders involve PMU unit	Necessary office working tools bought

4.9.9 Strategic objective 9

- Improved emergency and disaster management
- Management of natural resources and environment Improved

4.9.9.1 Result area: Environmental unit

Strategic objective	Target	Strategies	Performance indicators
Improved emergency and disaster management Management of natural resources and environment improved	Advisory skills to environmental health practitioners in wards on improvement of environmental health and sanitation provided and strengthened by 2019.	Conduct monitoring and assessment on environmental and sanitation issues in 18 wards. Conduct sensitization meeting to Ward's health officers on sanitation and hygiene issues..	90% of sanitation activities monitored and assessed. 90% of the sanitation and hygiene issues improved in the community. Meeting conducted to Ward's health officers.
	Strengthening capacity of Ward's health officers to prevent and control communicable and non-communicable diseases by 2019.	Conduct supportive supervision to 18 wards. Conduct sensitization on job training to the health officers and health assistants for improvement of timeliness, accuracy and completeness of reports at village and ward level.	Number of supportive supervision conducted. Number of health officers and Health assistants sensitized. Number of HFs improved timeliness, accuracy and completeness of reports.
	Strengthening capacity ward health officers in all wards to undertake roles in controlling food safety and quality by 2019. Hygiene assurances of food premises registered by 2019.	Conduct supportive supervision in 18 wards on food safety and quality control. Conduct regular inspection of food safety and collect formal and informal samples of food items for quality management. Inspect food at production, storage, distribution for sale and in consumption for registration and licensing them in all 18 wards. Conduct monitoring of health of food vendors in 18 wards.	Number of supervision visit on food safety and quality control conducted. Number of food samples collected for analysis. Number of food premises inspected and registered/licensed. Number of food vendors inspected and monitored.

4.10.10 Strategic objective 10

- Improve access, quality and equitable social services delivery.
- Increased quantity and quality of social services and infrastructure

4.10.10.1 Result area: Primary education

Strategic objective	Target	Strategies	Performance indicators
Access and quality of socio-economic service improved	Conducive working environment for 30 staff enhanced by the year 2019	Provide employment benefits to 30 staff by 2015	30 employees benefited by leave travel gifts and prices etc. weal thing 536, 247,000/=
		Provide working tools to 30 staff by 2019	Availability of desk-tops and vehicles for 30 staff
		Facilitate staff house rent by 2019	House allowances receipt of 30 staff
		Provide special diet to 5 teachers affected by HIV AIDS by 2019	10,571,000/= Tshs. Set aside report
	Pass rate in national exams increased from 80% to 85% for Std IV and from 50% - 70% by 2019	Conduct seminars on some mathematics and English topics	2 days seminars conducted annually.
		Facilitate teaching and learning materials to 106 schools by 2019.	A total of 106 government schools facilitated.
		Conduct quarterly monitoring supervision by 2019	106 government schools supervised annually
		Conduct 2 days exams seminars for Std VII annually to 108 schools by 2019	2 days seminar conducted annually
		Purchase of technical exams tools annually weal thing 163,800,000/= Tshs. By 2019.	Examination tools (technical tools) and report annually weal thingThs. 163,800,000/=
		Use school garden so as to educate children on vegetable cultivation by 2019	One vegetable garden in each primary school.
		Facilitate smooth office operation by 2019	Availability of one generator and office telephone (Modern one)

		Facilitate on job training to 200 teachers by 2019	200 teachers trained.
	Humanitarian relief and support to people affected by natural calamities enhanced by 2019	Handle (to provide assistance to the diseased staff by 2019 (Approximately 18 people)	18 diseased supported
	Illiteracy rate reduced from 42% to 20% among adults by 2019	Introduce MEMKWA centers in each ward centre by 2019	Availability of 20 MEMKWA centers in the district council.

4.11.11 Strategic objective 11

- Improve access, quality and equitable social services delivery.
- Increased quantity and quality of social services and infrastructure
- Improve services and reduced HIV/AIDS infection

4.11.11.1 Result area: Secondary education

Strategic objective	Target	Strategies	Performance indicators
Improve access, quality and equitable social services delivery.	Conducive working environment to 7024 students and 304 staff enhanced by 2019	Set out the budget for teaching and learning materials i.e books, chairs and tables for 24 secondary schools.	Working facilities available
		Involve students, teachers and stakeholders	
Increased quantity and quality of social services and infrastructure	Passing performance Rate to Students in form II and IV in national examination increase from 71% to 81% and 31% to 41% by 2019	Supervision of teaching and learning	The increase of performance in %
		Set out budget	
Improve services and reduced HIV/AIDS infection	Planning and budgeting of nutrition to staff and students in 30 secondary schools by 2019	Involve stakeholders parents and other Institutions	Number of schools provide food to students Number of staff taking nutrition food
		Set a budget	
		Sensitize parents	
		Involve of other stakeholders	

Strategic objective	Target	Strategies	Performance indicators
	Improve emergency and disaster management to 30 secondary school by 2019	Set budget Sensitization to school on planting trees Provision of education on disaster	Number of cases of disasters
Improve access, quality and equitable social services delivery.	Implementation of Big Result Now slogan to 30 secondary schools enhanced by 2019	Set budget Supervision of teaching and learning involvement of stakeholders	The increase of performance in %
Increased quantity and quality of social services and infrastructure Improve services and reduced HIV/AIDS infection	Construction of infrastructures in government secondary schools enhanced by 2019	Set budget Involve the community Involve stakeholders	Increase number of infrastructures

4.12.12 Strategic objective 12

- Improve access, quality and equitable social services delivery.
- Increased quantity and quality of social services and infrastructure
- Improve services and reduced HIV/AIDS infection

4.12.12.1 Result area: Community Development

Strategic objective	Target	Strategies	Performance indicators
Improve access, quality and equitable social services delivery.	Working place HIV/AIDS program developed by 2019	Disseminate policies and guidelines Improve financial management and accountability	Number of policies and guidelines disseminated Number of auditing activities conducted
Increased quantity and quality of social services and infrastructure		Develop HIV/AIDS program on behavioral change Strengthen support to HIV/AIDS infected staff	Number of new HIV infections reduced at working place% stigma and discrimination to infected HIV/AIDS staff reduced % of health status to

Strategic objective	Target	Strategies	Performance indicators
Improve services and reduced HIV/AIDS infection			infected staff improved
	People living with HIV/AIDS care support treatments improved by 2019	<p>Strengthen financial resources to MVCs</p> <p>Disseminate policies and guidelines</p> <p>Ensure implementation of national HIV/AIDS strategy and action plan</p> <p>Improve financial management and accountability</p> <p>Strengthen support, care and treatment to PLWHA</p> <p>Develop HIV/AIDS on behavioral change</p>	<p>Number of MVCs supported</p> <p>Number of policies and guidelines disseminated</p> <p>Number of activities adhere to National HIV/AIDS strategy</p> <p>Number of internal and external auditing activities conducted</p> <p>Number of groups supported and treated% of health status to PLWHA improved</p> <p>New HIV infections reduced to the community,</p>
<p>Improve access, quality and equitable social services delivery.</p> <p>Increased quantity and quality of social services and infrastructure</p> <p>Improve services and reduced HIV/AIDS infection</p>	Programme management including monitoring and evaluation enhanced by 2019	<p>Enhance short course trainings strengthen monitoring and evaluation on HIV/AIDS programme</p> <p>Improve working environment for CHAC ensure HIV/AIDS plans start from the bottom</p> <p>Create and strengthen functioning of VMACs and WMACs</p> <p>Encourage community participation on HIV/AIDS plans</p>	<p>Number of training conducted,</p> <p>Number of TOMSHA implementers received HIV/AIDS trainings</p> <p>Number of HIV/AIDS programmes monitored and evaluated</p> <p>Number of office equipment procured</p>
	HIV/AIDS plans from	Ensure HIV/AIDS	Number of training

Strategic objective	Target	Strategies	Performance indicators
	bottom up (VMAC and WMAC) prepared and included by 2019	<p>plans start from the bottom</p> <p>Create and strengthen functioning of VMACs and WMACs</p> <p>Encourage community participation on HIV/AIDS plans</p>	<p>conducted,</p> <p>Number of person received HIV/AIDS trainings</p> <p>Number of plans prepared</p> <p>Number of VMACs and WMACs created</p> <p>Number of activities conducted</p> <p>Number of community members participated on preparing plans</p>
	Gender based violence-sensitive sexual reproductive health and HIV/AIDS education enhanced by 2019	<p>Advice, coordinate and create awareness to community in gender based violence</p> <p>Develop HIV/AIDS program on behavioral change</p> <p>Strengthen support to HIV/AIDS infected staff</p> <p>Mapping and documentation of most vulnerable children in community home day care centre</p> <p>Mapping and documentation of most vulnerable children in community home day care centre</p>	<p>Number of message disseminated</p> <p>Number of dialogues conducted</p> <p>New HIV cases reduced at working place</p> <p>Stigma and discrimination to infected HIV/AIDS staff reduced</p> <p>Number of villages facilitated</p>
<p>Improve access, quality and equitable social services delivery.</p> <p>Increased quantity and</p>	Social economic groups in wards promoted by 2019	<p>Identification of existing groups</p> <p>Awareness creation on formulated women and youth group</p> <p>Conduct training on</p>	<p>Number of youth economic groups supported</p> <p>Number of women economic groups supported</p> <p>Number of economic</p>

Strategic objective	Target	Strategies	Performance indicators
quality of social services and infrastructure		economic groups Conduct monitoring and evaluation	groups trained Number of community development activities monitored and evaluated
Improve services and reduced HIV/AIDS infection	Care and support enhancement in 18 wards by 2019	Awareness creation on low cost housing and toilet Identify MVCs elders and disabled people Awareness and Advice to community on important of supporting MVC Advice, coordinate and create awareness to community in gender based violence.	Number of villages meeting conducted Number of MVCs supported Number of villages meeting conducted Number of gender based violence cases reported% of gender based violence reduced
	Commemoration day attained by 2019	Facilitate promotion of women, youth, elder, children, disabled and commemoration of nation festivals	Number of festivals commemorated

4.13.13 Strategic objective 13

- Improve services and reduced HIV/AIDS infection
- Enhance, sustained and effective implementation of the National Anti-corruption strategy
- Increased quantity and quality of social services and infrastructure

4.13.13.1 Result area: Works

Strategic objective	Target	Strategies	Performance indicators
1.Improve services and reduce HIV/AIDS Infection	Workplace HIV/AIDS programme developed in construction projects by 2019	4 staff trained onHIV/AIDS Infection Distribute condoms per construction projects	Number of staff trained. Number of condoms distributed per construction projects
Increase quantity and quality of social services and infrastructures.	220 Kms of roads under periodic maintenance	Timely preparations of road inventory, condition survey	Number of kms improved under periodic maintenance

Enhance, sustained and effective implementation of the National Anti-corruption strategy	maintained by 2019	(ADRICS) and traffic survey as well as preparation of bill of quantities	
	120 Kms of roads under spot improvement improved by 2019	Timely preparations of road inventory, condition survey (ADRICS) and traffic survey as well as preparation of bill of quantities	Number of kms improved under periodic maintenance
	240 Kms of roads under routine maintenance maintained by 2019	Timely preparations of road inventory, condition survey (ADRICS) and traffic survey as well as preparation of bill of quantities	Number of kms improved under periodic maintenance
	11 bridges constructed by 2019	Adhere to procurement processes	Number of bridges constructed

4.14.14 Strategic objective 14

- Enhance, sustained and effective implementation of the National Anti-corruption strategy
- Good governance and administrative service improved
- Improve emergence and disaster management

4.14.14.1 Result area: Finance and trade

Strategic objective	Target	Strategies	Performance indicators
Enhance, sustained and effective implementation of the National Anti-corruption strategy	Conducive working environment to 30 staff enhanced by 2019	Provide employment benefit Provide working tools	Reports are submitted timely
Good Governance and administrative service improved	10 staff trained Epicor system by 2019	Allocation of fund	Number of staff trained
Improve emergence and disaster management	Council financial management reports enhanced by 2019	Provide employment benefit Allocation of fund	Reports are submitted timely

	Council revenue collection increased from 1,402,718,00 to 2,550,195,000 by 2019.	Encourage more buyers Produce markets constructed each ward Initiate other sources of revenue.	Increase of council revenue collections.
	Data and information preserved by 2019	Installation of antivirus Establishment of backup unit	Data and information are preserved and backup unit established
	Humanitarian relief and support to people affected by natural calamities enhanced by 2019	Set aside of fund Preparation of risk management policy	Affected people are supported

4.15.15 Strategic objective 15

- Enhance, sustained and effective implementation of the National Anti-corruption strategy
- Good governance and administrative service improved

4.15.15.1 Result Area: Internal Audit

Strategic objective	Target	Strategies	Performance indicators
Enhance good governance and administrative services	Conducive working environment to 6 staff ensured by 2019	Run and maintain internal audit office	Number of report produced increased
		Provide empowerment benefit to 6 internal audit staff	Report produced timely
Enhance, sustained and effective implementation of the National Anti-corruption strategy	Management desired internal audit report prepared and submitted to stakeholders by 2019	Provide motivation and incentives	
Increase quantity and quality of social services and information	Financial management skill for internal audit staff upgraded by 2019	Support preparation of monthly, quarterly and annually report	Clean report prepared and submitted timely
		Facilitate 2 staff to attend postgraduate/master's degree	Number of internal audit staff upgraded financial management skills.
		Facilitate staff to attend CPA and CIA review classes and examination	Number of seminars, workshop and training attended.

Strategic objective	Target	Strategies	Performance indicators
		Facilitate staff to attend IFRS, IAS and NBAA seminars and short courses	
		Attend various working sessions, seminars, directive and workshop	
	Internal audit office rehabilitated equipped, car services and service delivery strengthened by 2019	Maintain car Internal audit office equipped with all working tools.	Physical visit Number of tools availed.
	Quality assurance guideline operational by 2019	Institutionalize quality assurance in internal audit and audit committee functions	Quality assurance guideline developed by 2019 Numbers of audit committee meeting conducted Number of training of internal audit to use guideline
	Internal audit queries reduced from 20 to 0 by 2019	Institutionalize quality assurance in internal audit and audit committee	District to get a clean report(Unqualified report)

4.16.16 Strategic objective 16

- Enhance, sustained and effective implementation of the National Anti-corruption strategy
- Good governance and administrative service improved
- Increased quantity and quality of social services and infrastructure
- Improved accessible, quality and equitable social services delivery

4.16.16.1 Result area: Procurement management unit

Strategic objective	Target	Strategies	Performance indicators
Improved accessible, quality and equitable social services delivery	Council procurement process strengthened by 2019	Procurement management unit staff attend training on procurement issues	Procurement Act Compliances
Good governance and administrative service improved	Council procurement tenders strengthened by 2019	Facilitate tender board members to attend training procurement issues	Procurement Act Compliances
Increased quantity and quality of social services		Procurement management unit	Procurement Act Compliances

and infrastructure		equipped with working tools	
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4.17.17 Strategic objective 17

- Enhance, sustained and effective implementation of the National Anti-corruption strategy
- Good governance and administrative service improved
- Increased quantity and quality of social services and infrastructure

4.17.17.1 Result area: Election

Strategic objective	Target	Strategies	Performance indicators
Enhance, sustained and effective implementation of the National Anti-corruption strategy	Awareness through campaign on HIV/AIDs affection for the electoral members in 60 villages and 29 streets enhance by 2019	Technical capacity on the community for HIV/AIDs supported	Number of eligible voters attended in the predcribed meetings in 60 villages na 29 streets
Good governance and administrative service improved			
Increased quantity and quality of social services and infrastructure	Permanent voters book in 60 villages ,29 streets registered and reviewed by 2019	Identification, coordination, monitoring and evaluation enhanced	Number of voters who are eligible to vote during local government and national election in 416 hamlets and 29 streets
	Exercise of votes counting in 262 station incase there casted number being high or low than the number of voters registered enhanced by 2019	Involvement of multiparty agencies in counting votes enhanced	Number political agencies in 262 voting station during the election exercise
	Planning, preparing and administering 60 election processes as per guideline from electoral commissions to 60 villages and 29 streets in collaboration with 4 existing Political parties by 2019	Policies, laws, regulations and legislation for supportive election process enhanced	Relevant reports in the council functions, TAMISEM and National election Commission
	Election results announcement in 60 villages and 29	Preparation and distribution of timetables and	Total number of voters compared to number of voters registered

Strategic objective	Target	Strategies	Performance indicators
	streets in collaboration with the existing 4 political agencies who represents parties coordinated and facilitated in 60 villages and 29 streets by 2019	supervision for the election processes before election date practiced	
Enhance, sustained and effective implementation of the National Anti-corruption strategy Good governance and administrative service improved	Political parties meetings, seminars before elections for preparation of qualified candidates from political parties in 60 villages and 29 streets conducted by 2019	Preparation and distribution of timetables and supervision for the election processes practiced	Number of candidates nominated as per election guidelines
Increased quantity and quality of social services and infrastructure	Permanent voter's book registration for those who were not registered before failure to meet 18 years and to eliminate those who are not supposed to be in voters book due to stated reasons following the elections laws and regulations in 60 villages and 29 streets conducted by 2019.	Coordination for countering the permanent voters book and the number of voters in 262 polling stations pre election and before announcing election results enhanced. Budget for the process of registering permanent voters' book released in time in 262 polling station prepared	Number of voters registered and permanent voters book displayed Available budget for the registration process
	Elections from District to hamlet level and reports to higher level for actions were necessary facilitated by 2019.	Planning, preparing, administering and coordinating election process in 60 villages and 29 streets enhanced	Election results
	Election for Namtumbo and Tanzanian with supreme leaders in 60 villages and 29 streets, councilors in 18 wards, member of parliament in 1	Separation powers between the executive, legislature and judiciary each having its role in all 60 villages, 29 streets and at district level practiced	Leadership division, structure and level of performance in achieving goals

Strategic objective	Target	Strategies	Performance indicators
	territory and nation leaders facilitated by 2019		
Enhance, sustained and effective implementation of the National Anti-corruption strategy Good Governance and administrative service improved Increased quantity and quality of social services and infrastructure	Multiparty elections at local government and national levels coordinated in 60 villages and 29 streets by the year 2019	Well established and transparent system of transferring power from one political party enhanced	Numbers of political parties involved in election process Number of political agencies during election process

4. 18.18 Strategic objective 18

- Enhance, sustained and effective implementation of the National Anti-corruption strategy
- Increased quantity and quality of social services and infrastructure

4.18.18.1 Information communication technologies and public relations (ICT) unit

Strategic objective	Target	Strategies	Performance indicators
Increase quantity and quality of social services and infrastructure	Establishment of district Website by 2019	Outsourcing website designers. Outsourcing website hosting.	Number of staff using the website
	Establishment of Internet connection in the district by 2019	Outsourcing network designers.	Number of computers with internet connection
	Ensured council information security and durability of the computer system components by 2019	Routine maintenances computer system and review Schedule Upgrading system and application software accordingly Acquiring good standard system component Observing ICT policy and regulation of the council.	

4.19.19 Strategic objective 19

- Enhance, sustained and effective implementation of the National Anti-corruption strategy
- Good governance and administrative service improved

4.19.19.1 Result area: Legal unit

Strategic objective	Target	Strategies	Performance indicators
Good governance and administrative service improved Enhance, sustained and effective implementation of the National Anti-corruption strategy improved	District bylaws strengthened by 2019	Establishing meeting with villagers on bylaws issues	Number of meetings
	District land use law distributed to the villagers by 2019	Distributing notes to the villagers on land use laws	Numbers of books with land use laws distributed

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

5.1 Implementation

The responsibility and accountability of the District Executive Director (DED), who is the Chief Executive Officer of the Council, will be a base for successful implementation of the strategic plan. DED shall be responsible and accountable for the implementation of the Namtumbo District Council's Strategic Plan (2014/2015 – 2018/2019). The DED with the support of the Management team shall regularly report to the Full Council with regards to the plan implementation and its overall performance.

This Strategic Plan cuts across all service areas of Namtumbo District Council and its implementation conform to the council's institutional structure, it is advisable that 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 operationalisation of the Strategic Plan with a helping hand from the key heterogeneous stakeholders from within and outside the district council.

5.2 Monitoring

Monitoring and evaluation are essential feedback mechanisms within the adaptive management framework to keep the Strategic Plan dynamic and responsive to changing conditions. Monitoring and evaluation provide the public and partners with information on the progress and results of the Strategic Plan implementation. Monitoring of the Namtumbo District Council's Strategic Plan will include both simple observation of the results of management activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of plan.

Therefore monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the Planning Department to the organs representing Namtumbo District Council community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 28 shall guide the format of the progress reports.

Table 28: 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 which will be conducted 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; 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 Namtumbo District Council Strategic Plan (2014/15 – 2018/19) 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 Namtumbo District Council mission

During evaluation, measurable factors (performance indicators) or evidence that shows the extent of the strategic plan implantation progress will be developed. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources. Performance indicators as a unit of success will be both quantitative (Number of people served with a particular service and number of services available) and qualitative (such as positive or negative feedback, problems, complaints, and comments).

5.4 Review

Plan review is important in order to remain focused in realizing the Namtumbo District Council core missions, strategic objectives, targets 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 strategic objectives of this strategic plan (2014/2015-2018/2019) to be achieved, the following are the major assumptions which need close monitoring and timely response by Namtumbo District Council management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Namtumbo District Council in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.
- Timely disbursement of fund from Central government
- Continued provision of technical support, policies, guidelines and financial support from respective ministries
- Continues stability and improved economic growth of the country
- Continued good leadership at the District Council level

The major risk is the availability of adequate financial resources and timely disbursement of financial support to implement the planned activities.