

**THE UNITED REPUBLIC OF TANZANIA**



**PRESIDENT'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

**TANDAHIMBA DISTRICT COUNCIL**

# **Strategic Plan 2018/19 to 2022/23**

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## ACRONYM

<b>CCM</b>	ChamaChaMapinduzi
<b>CBO</b>	CommunityBasedOrganization
<b>FBO</b>	FaithBasedOrganization
<b>FM</b>	FrequencyModulation
<b>GDP</b>	GrossDomesticProduct
<b>HIVandAIDS</b>	Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome
<b>HR</b>	HumanResource
<b>IT</b>	InformationTechnology
<b>MDG's</b>	MillenniumDevelopmentGoals
<b>MDA's</b>	Ministries,DevelopmentsandAgencies
<b>MIS</b>	ManagementInformationSystem
<b>MKUKUTA</b>	'MkakatiwaKukuza UchuminaKupunguza Umaskini'
<b>NACP</b>	NationalAnti-corruptionProgram
<b>NGO</b>	NonGovernmentalOrganization
<b>NSGRP</b>	NationalStrategyforGrowthReductionofPoverty
<b>PMO-RALG</b>	PrimeMinister'sOfficeDistrictAdministrationandLocal Government
<b>PPP</b>	PublicPrivatePartnership
<b>PSRP</b>	Public ServicesReformProgram
<b>DCC</b>	DistrictConsultativeCommittee
<b>DHMT</b>	District HealthManagementTeam
<b>RMP</b>	RoadMasterPlan
<b>DC</b>	District Council
<b>RVA</b>	RapidVulnerabilityAssessment
<b>SACAS</b>	ServingandCredit Associations
<b>SACCOS</b>	ServingandCreditCooperativeSocieties
<b>SP</b>	StrategicPlan
<b>SWOC</b>	Strength,Weakness,OpportunitiesandChallenges
<b>TIC</b>	TanzaniaInvestment Centre
<b>TTCL</b>	TanzaniaTelecommunicationCompany
<b>UMISETA</b>	'UmojawaMichezoShulezaSekondari'
<b>UMITAMSHUTA</b>	'UmojawaMichezonaTaalumaShulezaMsingi'
<b>CG</b>	CentralGovernment
<b>DED</b>	DistrictExecutiveDirector
<b>MDA's</b>	Ministries,DepartmentsandAgencies
<b>LGA's</b>	LocalGovernmentAuthorities
<b>DH</b>	DistrictHospital

## **PREFACE**

The Tandahimba District Council Strategic Plan for the year 2018/19 to 2022/23 is a reflection of the priorities of the District Council in the next five years. The plan has been aligned to the first National 5 years Development Plan, Vision 2025, National Strategy for Growth and Reduction of Poverty (MKUKUTA), 2015 CCM Election Manifesto and sector policies.

The District Council's major role is to facilitate development of the District and Wards in realization of goals and targets in relation to community welfare and national development through ensuring peace and tranquillity, providing technical advice and capacity building.

This Strategic Plan keeps in focus the challenges facing the District Council as an institution towards empowering and supporting all sectors to undertake and discharge their mandated responsibilities effectively and efficiently on service delivery and exploit available opportunities to enhance socio-economic development. The plan integrates all recurrent and development activities/projects.

The Plan is geared towards promoting socio-economic development through efficient coordination between ministries and local authorities, application of principles of good governance and facilitation of local government initiatives in providing improved and quality services in order to enhance the socio-economic welfare of the community as a whole. In addition, the DC Strategic Plan aims to inform its stakeholders what it plans to do, provide a blueprint to guide its operations and provide a basis for accountability to its stakeholders.

**DISTRICT EXECUTIVE DIRECTOR (DED)**

**TANDAHIMBA DISTRICT  
SEPTEMBER, 2017**

## EXECUTIVE SUMMARY

District Council Strategic Plan covers the five-year period from 2018/19-2022/23. The plan describes Councils Vision, Mission, Core Values, Mandate, Objectives, Targets and Key Performance Indicators.

The Strategic Plan begins with a situation analysis which is meant to provide a review of the District Councils' operating environment, which will impact on the plan and provide strategic alternatives. The Strategic Plan has taken into account the Development Vision (Vision 2025), National Strategy for Growth and Reduction of Poverty (MKUKUTA), Millennium Development Goals (MDGs), Sectoral Policies and 2015 CCMP Party Election Manifesto.

The Vision, Mission, Objectives and Core Values of District Council were derived from a detailed review process including Stakeholders' Analysis, Strength, Weakness, Opportunities & Challenge (SWOC), Self Assessment and Performance Review. Critical issues that need interventions during the plan period and which are in line with the Vision 2025 and The Five Years Development Plan has been identified as:

- (i) Agricultural Development
- (ii) Industrial Development
- (iii) Infrastructure and ICT Development
- (iv) Improvement of Social Services
- (v) Human Resource Development and Training
- (vi) Environmental Management
- (vii) Cross-cutting issues addressed
- (viii) Mobilization of Resources

To address the critical issues and enhance performance, the following set of objectives has been developed:-

- A.** HIV and AIDS prevalence reduced and supportive services improved
- B.** Enhance, sustain and effectively implement the National Anti-corruption Program (NACP)
- C.** Capacity of Council to perform its mandated functions strengthened
- D.** Economic Services and infrastructure improved
- E.** Quality Social Services enhanced
- F.** Good Governance and Administrative Services enhanced
- G.** Cross-Cutting Issues addressed

The Strategic Plan is divided into FIVE chapters as follows:-

**Chapter 1:** Introduction

**Chapter 2:** Performance Review of the previous Strategic Plan,

**Chapter 3:** Situation

analysis **Chapter 4:** Strategic

Plan **Chapter 5:**

Results Framework

**Chapter 5:** Monitoring, Review and Evaluation

**Annex:**

Organizational Chart

## CHAPTER 1: INTRODUCTION

### 1.1 Introduction

#### 1.1.1 Historical Background

The Tandahimba District Council (DC) was established in 1997, as a consequence of national wide reforms which led to the transformation of the District Councils as independent government departments (delete), headed by District Executive Director. The restructuring culminated into the creation of the District Council charged with the responsibility of backstopping the local government authorities. The District Council's main function is facilitating the promotion, development, fostering and upholding of local government and the realization of the goals and targets of local government authorities in relation to national development goals. This function entails provision of advisory services and facilitation of the flow of information, directives, guidelines, policies and laws, and government funds.

#### 1.1.2 District Profile

The District covers an area of 1673.31 sq. of the area of the entire Mainland. Administratively, the District is divided into three divisions / Tarafa namely Litehu, Mahuta and Namikupa with 31 Wards/ Kata and 157 villages.

Total population (2012 Census)	227,514	the forecast for 2017 is 239,947
Males (Est. 2012)	105,322	(46.3)
Females (Est. 2012)	128,869	(53.7%)
District GDP (Yr 2016)	Tshs. 280.41	Bill
Per Capital Income (Yr 2016)	Tshs. 1,154,440.2	=

:

The most economic activities in Tandahimba DC are agriculture and animal keeping, which contribute about 75% of the DC GDP, Cashew nut being the main commercial crop followed by sun flower, cassava and its products, and ground nuts. On the other hand, food crops include cassava (main food), millet, maize and rice. According to recent statistics the individual per capital income is between Tshs 963,312/= and 1,154,440.2 /= estimates. Main economic challenges are due to the poor method of productions, un friendly infrastructures and community culture in general.

**Education:** Literacy rate: 39.8% (2017). There are 127 primary schools, one of them is a

special school for pupils with special needs, all are Government schools. Also there are 28 secondary schools, all Government schools and one private Vocational Training Centres **Health Facilities:** 1 Hospital Government, 3 Health Centres (2 Government, one Private) and 3  
3  
Dispensaries (31 Government, 2 Private).

**Water:** Population served with clean and safe water is 54,608% (2017)

**Roads:** The District has a good road network linking it with its neighbouring Districts of Newala, Nanyamba, and Mtwara Vijijini. In total, it has 1276 Kilometres of roads out of which 70 kms are under national management, 225 km region management and 981 kms are under DC management. Out of 981 kms, 5 tarmac and 1271 kms are soil.

**Energy:** Firewood and charcoal is still the most dependable source of energy for domestic use since most of the communities use firewood and charcoal for cooking. Tandahimba town is well served with hydro-electricity (source of power in southern region is gas we are not connected on national grid thus served by hydro and other sources). 24% out of 143 registered villages are connected to the National grid (not probably to TANESCO OR REAPROGRAMME).

**Common diseases:** Malaria and HIV/AIDS. In year 2017, HIV and AIDS prevalence in Tandahimba stood at 17% down from 26% in 2005.

**Communication:** The whole DC area is covered by the Tanzania Telecommunication Company (TTCL) landline phone service. Mobile phone services (Vodacom, Tigo, Airtel, Zantel, and Halotel) are available in most parts in the rural areas. The area along the border of Tanzania and Mozambique mobile network is rarely accessible.

### **1.13 Roles of the District Council**

District Council was established and functions as provided by the District Administration Act, 1997. Based on this Act, the District Council (DC) is charged with the following roles:

- (a) Development role:** This is done through technical advice and capacities building to Divisions, Wards and villages that enable them deliver improved and quality socio-economic services.
- (b) Coordination Role:** To ensure that social and economic activities are harmonized and aligned to the national development policies and strategies.
- (c) Administrative role:** To ensure peace and tranquility prevail in the District by creating



Enabling environment for Wards and Village to perform their functions.

The DC's advisory role and technical backstopping (Capacity building) has so far not functioned as expected due to the following pitfalls:

- Inadequate operational funds, particularly Recurrent Budget
- Inadequate number of staff, such as, in each sector there is only one Technical Advisor (See Organogram in Annex 1)
- Inadequate training programmes
- Inadequate staff remunerations
- Conflicting Laws (Sectoral Laws with 1997 District Administrative Act. No. 19).

The future performance depends greatly on the improvement in the coordinative functions of the DC and the sector ministries, increased funding, the capacity and the number of personnel and rationalisation of laws to avoid conflicting actions.

## **1.2 The Tandahimba District Council Strategic Plan 2018/19 to 2022/23**

This Strategic Plan of the Tandahimba District Council covers a period of five years beginning from 2018/19 to 2022/23. The plan not only replaces 2013/14 to 2017/18 Strategic Plan but also is a continuum of the achievements made that need to be consolidated. The Plan describes the DC's Vision, Mission, Core Values, and Mandates. This is then followed by a critical analysis of strengths, weaknesses, opportunities and challenges (SWOC) in Chapter three. Chapter four defines the objectives of the plan, set targets and strategies, key performance indicators and outlines the process used to derive them.

The plan lays down the strategic objectives to be applied in the execution of the plan and shall act as a tool for annual activities, budgeting and eliciting resources from stakeholders in an effort to realize the vision. It also allocates responsibilities among different officers thus making it easy for officers to be accountable for the success or failure of their allocated responsibilities.

This strategic plan will go a long way to contribute to the implementation of various National Policies all geared at poverty reduction. These National Policies include, (but not limited to), Vision 2025, MKUKUTA, MKURABITA and CCM Manifesto 2015.

## **1.3 Methodology**

The Strategic Plan has been developed in accordance with the Long Term Strategic Planning and the Budgeting Manual of the United Republic of Tanzania and the National

Five Years Development Plan (2018/19 – 2022/23). The Plan has been prepared in a participatory manner involving responsible Officers and the Management of DC. Reference was further made to the Development Vision (Vision 2025), the National Strategy for Growth and Reduction of Poverty (MKUKUTA), 2015 CCM Election Manifesto, the Public Service Reform Programme Phase III (PSRPIII) and the Millennium Development Goals (MDGs).

In developing the plan, the following activities were undertaken:

- Review of performance for the year 2013/14-2017/18 strategic plan
- Situational analysis, which included DC's Stakeholders Analysis, Strengths, Weaknesses, Opportunities and Challenges (SWOC)
- DC's Mission, Vision and Core Values were maintained while some of the Objectives grammatically changed

## **2.1 Background**

The purpose of the performance review of the 2013/14-2018/19 strategic plan was to determine the levels of achievements, effectiveness and efficiency in the allocation and use of resources. The end result of this exercise is to be able to come up with some critical issues and performance gaps for consideration in ensuring planning cycle.

The vision of the District Council's plan was:

***“By 2018 Tandahimba District Council, Using available resources, available manpower and Social Participation, to ensure it Has Given Good Service and Developing Sustainable Economic development that Will Enrich Good Lives of the people”***

The mission of the District Council was:

***“To provide social economic services for improving living standard of its people using the available resources Good Governance and effective community participation”***

During the period 2014-2018 DC registered achievements under the following set of Key Result Areas (KRA) and Strategic Objectives:

### **Objective A: HIV/AIDS prevalence reduced and support services improved**

#### **Strategy**

- a) Development and delivery of programmes to fight the spread of HIV/AIDS infection to the public and staff
- b) HIV/AIDS infection rate reduced from 3% to 1%
- c) HIV/AIDS care centres increased from 12 to 20
- d) Number of children living with HIV/AIDS supported increased from 32 to 50 by June 2018
- e) Number of people living with HIV/AIDS taking ARV drugs increased from 80% to 90% by June 2018
- f) Care and support services to HIV infected DC staff, their families, members of the society and children living with HIV/AIDS provided

#### **Achieved Targets**

- a) HIV/AIDS infection rate reduced from 3% to 2.8%

- b) Care and support services provided to HIV infected DC staff, their families, members of the society and children living with HIV/AIDS

### **Challenges**

- a) Limited resources to meet requirements of the vulnerable groups and conducting HIV/AIDS infection awareness program
- b) Budget constraints.

### **Wayforward**

- a) Take affirmative measures in favor of disadvantaged groups
- b) More sensitization programs undertaken

### **Objective B: Enhancing and sustaining an effective implementation of the NACP (National Anti Corruption Program)**

#### **Strategy**

- a) Develop materials and conduct seminars to combat corruption
- b) Anti corruption clubs established in five Secondary schools
- c) Provision of services improved to reduce corruption
- d) Introduce reward system to combat corruption in workplace and Society
- e) Introduce suggestion boxes to DC and Wards

#### **Achieved Targets**

- a) Suggestion boxes placed in the Wards and the District office

#### **Challenges**

- a) Low uses of suggestion boxes
- b) Low level of Community participation

#### **Wayforward**

- a) Develop materials and conduct seminars to combat corruption
- b) Introduce reward system to combat corruption in workplace

### **Objective C: Capacity of DC to perform mandated functions strengthened Strategy**

- a) Improving the working environment
- b) Employees records updated
- c) Strengthening Human Resource Management
- d) Strengthening management information system (MIS) DC

### **Achieved Targets**

- a) Annual budget plans for DC, Wards and villages were developed
- b) Revenue collection increased from 90% to 126.3%
- c) Annual procurement plans for DC, Wards and villages were developed
- d) Records for 1900 employees were updated
- e) All DC staff filled the OPRAS forms annually
- f) Human Development Plan was developed
- g) Client service charter was developed and established
- h) ICT system in data management and LAN in DC was strengthened
- i) Supportive supervisions monitoring and evaluation of development projects was conducted

### **Challenges**

- a) Shortage of qualified staff in various fields
- b) Budget constraints

### **Strategies**

- a) Improving incentive packages
- b) Widen revenue tax base
- c) Recruiting new staff
- d) Introduce retention scheme
- e) Effective use of capacity building grant

### **Objective D: Economic services and infrastructure improved Strategy**

- a) Provision of technical support on the implementation of economic and infrastructure development programs
- b) Promotion and creation of an enabling environment for investment opportunities and revival of industries in the District
- c) Provision of technical advice on rural planning
- d) Provision of technical support on modernisation and commercialization of agriculture to increase productivity consistent with MDGs
- e) Supervision and monitoring of District development projects

### **Achieved Targets**

- a) Mahuta forest reserves were replanted and education were provided to the local people dwelling around the forest
- b) Five villages were retrained on importance of forest those are Naputa, Mwangaza,

Nakayaka, LitehuandMkonjowano

- c) Onetreenurserywith200treeseedlings were prepared
- d) 50CCRO'sand500CRO'swere prepared
- e) twotownplanning drawingsarealreadypreparedwaitingforapproval
- a) 228.26kmroadinfrastructure maintained, supervisedandmonitored
- b) 4,578plotsandfarmssurveyed
- c) Electricity,water,roadinfrastructuresdistributedinruralsurveyedareasasperpresidentialdirectives
- d) TechnicalservicesprovidedanddistributionofagriculturalinputsCoordinatedandsupervised
- e) Peasantfarming increasedfrom106,000to108255
- f) Farmcropwastagereducedfrom40%to15%
- g) Farmcropsvalue increased by4%
- h) IrrigationSystemincreasedfrom506to1100Acres
- i) Sesameproductionincreasedfrom256to457tonnes
- j) Cashewnutproduction increasedfrom34 000tonnesto70,000tonnes
- k) Cassavaproductionincreasedfrom105,000to140,000tonnes
- l) Groundnutsproductionincreasedfrom3129to4,322tonnes
- m) Diarymilkproductionincreasedfrom400to2,100litersannually
- n) Livestockdeathreducedfrom 54%to25%
- o) 21livestockfarmergroupsestablishedandmaintained

### **Challenges**

- a) Budgetaryconstraints
- b) Inadequatenumberofqualifiedstaff invariousfields( Surveyors, engineers)
- c) Destructionofthewatersources
- d) Increasein population

### **Strategies**

- a) Recruitmorequalifiedstaff
- b) Createawarenessonlawinterpretationandreserving thewatersources

### **ObjectiveE: QualitySocialServicesEnhancedStrategy**

**y**

- a)Provisionoftechnicalsupportintheimplementationof socialserviceprograms

### **AchievedTargets**

- a) Vaccinationprovisionforpregnantwomen hasincreasefrom80%to98%

- b) Availability of drugs and medical equipment's 94%
- c) Diseases surveillance conducted quarterly
- d) Supportive supervision of social services programs conducted in dispensaries, health centres and District hospital
- e) Supportive supervision and surveillance of communicable and non-communicable diseases conducted in villages and wards
- f) District hospital, Health Centres and Dispensaries were improved
- g) Dispensary in each village and health centres in each ward constructed
- h) Registration of std of eligible pupils has raised from 83% to 155%
- i) Registration of Nursery school of eligible pupils has raised from 58% to 89%
- j) Registration of technical students increased from 42% to 48%
- k) Absenteeism has dropped to 0.2% for nursery and primary school
- l) Two High Schools increased
- m) Rate of pupils completing sitting for national examinations increased from 89% to 95% for Standard IV examinations and from 68% to 70% for Standard VII examinations
- n) 23 teachers houses for PS constructed
- o) Five national examinations facilitated annually (std 4 & 7, form 2, 4 and 6)
- p) Number of recruited secondary teachers increased from 265 to 432
- q) Secondary schools pass rates increased from 13.7% to 59%
- r) SHIMIWI sports facilitated and games participated annually
- s) Established District Water Supply authority is on progress

### **Challenges**

- a) Budgetary constraints
- b) Late disbursement of funds
- c) Inadequate number of qualified staff

### **Strategies**

- a) Request allocation for more funds
- b) Recruit more staff

### **Objective F: Good Governance and administrative services enhanced Strategies**

- a) Coordination of statutory meetings and national events
- b) Provision of administrative and technical support to staff and stakeholders
- c) Maintenance of peace, law and order in the District
- d) Implementation of the 2015 CCME Election Manifesto

### **Achieved Targets**

- a) 218 statutory meetings coordinated
- b) Staff statutory and welfare services improved
- c) Eight National Events coordinated
- d) Quarterly supervisory and technical services reports on finance, land, and medicals prepared
- e) Two elections and one election manifesto report prepared
- f) Twelve District peace and security committee meetings conducted
- g) Peace, law and order initiatives in the District strengthened
- h) Procurement Systems enhanced
- i) Internal audit system strengthened

### **Challenges**

- a) Low knowledge and skills in law, policies and guidelines interpretation
- b) Contradictory political parties interests
- c) Late disbursement of funds

### **Way forward**

- a) More sensitization to communities
- b) Request allocation for more funds
- c) Provision of knowledge on law interpretation to councillors and other local leaders

### **Objective G: Crosscutting issues addressed Strategy**

- a) Conducting of Rapid Vulnerability Assessment on food situation
- b) Coordination of Local and trans-boundary disaster control programs
- c) Coordination of NGO activities in Wards
- d) Coordination of Emergency preparedness and disaster response management
- e) Inspection in adhering to environmental and social impact assessment of development projects
- f) Coordination and support of diversity issues including vulnerable groups and gender
- g) Provision of technical support on environmental management to Wards

### **Achieved Targets**

- a) Local and trans-boundary disaster control programs coordinated
- b) NGO activities coordinated in Wards



- c) Emergency preparedness and disaster response management coordinated
- d) Environmental and social impact assessment developed and inspected in Wards
- e) Supportive of diversity issues including vulnerable groups and gender coordinated

### **Challenges**

- a) Low response forced during the disaster
- b) Inadequate funding
- c) Low knowledge in environmental and social impact assessment
- d) Unavailability of rescue facilities

### **Wayforward**

- a) Strengthen disaster Committees
- b) Provision of rescue facilities

## 22 DISTRICT COUNCIL STAKEHOLDERS

The DC is a service delivery entity with a wide range of stakeholders

### 221 List of main stakeholders

The following is a list of stakeholders:

- Sectoral Ministries
- Economic Empowerment Council
- President's Office Local Government Administration
- Civil Society Organizations (NGOs, CBOs and FBOs)
- General Public/Community
- Institutions
- Investors
- Development Partners
- Ward and Village Council (employees and other public servants)
- Politicians
- Researchers – Local and Foreign
- Business Communities
- Trade Unions
- Peasants/Farmers communities

### 222 Services offered by DC and stakeholders' expectations

The matrix below summarises the services offered and expectations for each stakeholder

Stakeholder	Service Provided	Stakeholder Expectation
Wards and Villages Councils	▪ Provision of technical advice and capacity building	▪ Correct, timely and reliable advice
	▪ Timely interpretation and dissemination of National policies/guidelines and follow up on implementation	▪ Correct interpretation and timely dissemination and follow up
		▪ Better quality service delivery
		▪ Improved infrastructure (roads, water, etc.)
		▪ Energy utility improved
		▪ Medical services improved and strengthened
		▪ Income level of the community improved

Stakeholder	Service Provided	Stakeholder Expectation
	<ul style="list-style-type: none"> <li>Capacity building on council activities</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li>Maintenance of peace and order</li> </ul>	<ul style="list-style-type: none"> <li>Immediate action</li> </ul>
	<ul style="list-style-type: none"> <li>Coordination and linking the Sectorial Ministries and Wards on technical and professional activities</li> </ul>	<ul style="list-style-type: none"> <li>Timely and correct information/feedback to both sides</li> <li>Reduce duplication of reports demanded by different authorities</li> </ul>
	<ul style="list-style-type: none"> <li>Staff allocation within the District</li> </ul>	<ul style="list-style-type: none"> <li>staff allocation where appropriate</li> </ul>
<b>Sectoral Ministries</b>	<ul style="list-style-type: none"> <li>Link within the centre and the Local Government Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Timely and correct information</li> </ul>
	<ul style="list-style-type: none"> <li>To interpret and disseminate policies, guidelines to Wards</li> </ul>	<ul style="list-style-type: none"> <li>Correct interpretation and timely dissemination and follow up</li> </ul>
	<ul style="list-style-type: none"> <li>To monitor and supervise planned activities to Wards</li> </ul>	<ul style="list-style-type: none"> <li>Timely and constructive feedback</li> </ul>
	<ul style="list-style-type: none"> <li>To prepare implementation reports and timely feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Timely submission of reports and constructive feedback</li> </ul>
<b>POLGA</b>	<ul style="list-style-type: none"> <li>Interpretation and dissemination of policies guidelines, directives to Wards</li> </ul>	<ul style="list-style-type: none"> <li>Correct interpretation and timely dissemination and follow up</li> </ul>
	<ul style="list-style-type: none"> <li>Efficient and timely implementation of policies and directives</li> </ul>	<ul style="list-style-type: none"> <li>Efficient and timely implementation of policies and directives</li> </ul>
<b>Civil Society Organizations (NGOs, CBO and FBO)</b>	<ul style="list-style-type: none"> <li>To give them guidelines and advice on time</li> </ul>	<ul style="list-style-type: none"> <li>Timely and proper guidelines</li> </ul>
	<ul style="list-style-type: none"> <li>Timely recommendation for their registration</li> </ul>	<ul style="list-style-type: none"> <li>Timely and less bureaucracy</li> </ul>
	<ul style="list-style-type: none"> <li>Involvement in Development activities</li> </ul>	<ul style="list-style-type: none"> <li>Realistic recognition</li> </ul>
	<ul style="list-style-type: none"> <li>Co-ordination</li> </ul>	<ul style="list-style-type: none"> <li>Proper co-ordination</li> </ul>
	<ul style="list-style-type: none"> <li>Enabling working environment</li> </ul>	<ul style="list-style-type: none"> <li>Conducive working environment</li> </ul>
	<ul style="list-style-type: none"> <li>Recognition</li> </ul>	<ul style="list-style-type: none"> <li>Realistic cooperation</li> </ul>
<b>General Public/Community</b>	<ul style="list-style-type: none"> <li>To solve their problems/complaints.</li> </ul>	<ul style="list-style-type: none"> <li>Instantly</li> </ul>
	<ul style="list-style-type: none"> <li>To provide social and economic services</li> </ul>	<ul style="list-style-type: none"> <li>Adequate</li> </ul>
	<ul style="list-style-type: none"> <li>Quality services delivery</li> </ul>	<ul style="list-style-type: none"> <li>Timely</li> </ul>
	<ul style="list-style-type: none"> <li>Peace and tranquillity</li> </ul>	<ul style="list-style-type: none"> <li>Immediate action</li> </ul>

Stakeholder	Service Provided	Stakeholder Expectation
<b>Institutions</b>	<ul style="list-style-type: none"> <li>▪ Cooperation in development activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Realistic cooperation</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Involvement in development activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Correct/proper advice</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Timely advice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constructive advice</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>▪ Advice on investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Realistic (one stop centre, cut down bureaucracy)</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Provide National policies and guidelines on investment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clear and timely</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Coordination and facilitation to enable them to invest.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transparency</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Correct and reliable information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely and proper</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Enabling environment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducive environment</li> </ul>
<b>Development Partners</b>	<ul style="list-style-type: none"> <li>▪ Involvement in development activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mutual and transparent cooperation.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Acceptance and recognition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cooperation and timely (less bureaucracy)</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Timely and proper information and feedback pertaining to social economic programmes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transparent and accountability.</li> </ul>
<b>District Council (Employees and other public servants)</b>	<ul style="list-style-type: none"> <li>▪ Provision of office and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely and adequate</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fairness and transparent</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Motivation and recognition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incentive package and recognition</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Conducive working environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Realistic, maintained and Sustainable</li> </ul>
<b>Politicians</b>	<ul style="list-style-type: none"> <li>▪ Advice and coordination on Government policies and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely and effective Cooperation</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Maintenance of peace and order.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Immediate action</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Interpretation of policies and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clear and timely</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Involvement in development activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mutual and transparent involvement</li> </ul>
<b>Researchers– Local and</b>	<ul style="list-style-type: none"> <li>▪ Recognition and permission to conduct research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely permission</li> </ul>

<b>Stakeholder</b>	<b>Service Provided</b>	<b>Stakeholder Expectation</b>
<b>Foreign</b>	<ul style="list-style-type: none"> <li>▪ Facilitation in data collection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cooperation and facilitation of accurate data and information</li> </ul>
<b>Business Communities</b>	<ul style="list-style-type: none"> <li>▪ Order, tender, contracts and timely payments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transparency, cooperation and timely payments</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Advice on Government policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely and appropriate advice.</li> </ul>
<b>Trade Unions</b>	<ul style="list-style-type: none"> <li>▪ Advice on government policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Remunerations improved</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Cooperation in management/ labour relations matters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely</li> <li>▪ Transparency</li> </ul>

## CHAPTER 3: SITUATIONAL ANALYSIS

### 3.1 Introduction

The purpose of the situational analysis was to determine the social and economic performance of the Tandahimba District for the past five years so as to be able to come up with decisions that will lead to the preparation of the new SP. The focus in this exercise was DC, Wards and Villages which have been mandated to execute the social and economic functions of the District. The SWOC analysis tool was used to identify strengths, weaknesses, opportunities and challenges which paved the way to the identification of critical issues which require government interventions.

The following are the outcomes of the situational analysis:

### 3.2 Strengths, Weaknesses, Opportunities and Challenges (SWOC)

#### Strengths

- Availability of clear organization structure
- Availability of skilled, experienced and qualified manpower
- Clear vision and mission
- Availability of working facilities and tools
- Participatory management culture
- Presence of Client Service Charter
- Availability of human resource plan
- Succession plan available
- Availability of ICT network
- Presence of District Security Committee
- Availability of job descriptions
- Availability of funds

#### Weaknesses

- Inadequate number of qualified manpower
- District hospital not fully equipped
- Inadequate dispensaries and health centres
- Absence of land use plan
- Local political interference
- Inadequate regular maintenance of physical and soft infrastructure
- Poor coordination

- Poor recordkeeping and database management
- Lack of knowledge of labour laws
- High rate of illiteracy
- Unoptimal cashew nut farming
- Inadequate funds

### **Opportunities**

- Presence of plantations such as cashew nuts and mixed farm crops
- Availability of skilled manpower in the labour market
- Markets for cashew nuts and mixed farm crops
- Development Donors/Partners
- Favourable climatic conditions
- Presence of fertile land which can accommodate various crops
- Presence of 2015 CCME Election Manifesto
- Availability of laws, policies, regulations and directives
- Availability of policies on cross-cutting issues
- Availability of unexploited land
- Availability of renewable energy resources
- Presence of agricultural products for agro-industries
- Presence of water basins

### **Challenges**

- Red-tape in recruiting procedures (not clear) Inappropriate staff level or lack of staff
- Interruption by wild animals in human beings settlement
- Unreliable power supply
- Budget ceiling/Limited development funding by the government
- Conflicting laws and policies
- Nonperforming industries
- Environmental degradation
- Unreliable rainfall
- High prevalence of HIV and AIDS infections
- Red-tape in procurement procedures

### **3.3 Critical Issues**

After the situational analysis, the following were identified as key areas that need to be included in the 2018/19-2022/23 strategic plan:

- Social services improvement (Health, Water and Education)

- Agriculture modernization and commercialization
- Promoting the economy of villages, wards and District
- Addressing cross-cutting issues (HIV/AIDS and non-communicable diseases, disasters, environment, corruption )
- Strengthening Anti-corruption strategies
- Improvement of physical infrastructure (Energy, roads and ICT)
- Industrial development
- Environmental management
- Human resource development
- Trade and business development
- Land use planning and management
- Forest and beekeeping management
- Improving the working environment
- Maintaining peace and composure
- Improving the business environment
- Improving and sustaining cohesion and integration among stall population groups in the County
- Optimizing public participation in county governance
- Agricultural production and agribusiness development
- Harmonizing operationalization of devolved funds to avoid duplication of resources
- Improving standards of education
- Improving both preventive and curative health
- Management of land resources
- Improving real earnings for the country from cashew nut farming
- Promoting modern cashew nut farming



#### 4.1 Introduction

The Strategic Plan for 2018/19-2022/23 is the result of the review of previous strategic plan thus 2013/14-2017/18 and its pertaining opportunities and challenges during implementations of the planned objectives and activities. The Strategic Plan intends to address critical issues as identified in the previous strategic plan and SWOC analysis outcome. The results of the review have necessitated the re-statement of the Vision, Mission, Core Values and Objectives of the DC.

#### 4.2 Vision

The vision of the District Council's 2018/19-2022/23 strategic plan is in tandem with the National Vision as under:

***“To be the best council in provision of better quality services to the community by the year 2023”***

#### 4.3 Mission

The mission of the District Council is:

***“To provide better quality services with resources and opportunities available through community participation.”***

#### 4.4 Core Values

##### 1. Diligence

Work skillfully, efficiently and effectively while maintaining high standards of discipline

##### 2. Team spirit

Work as a team, sharing experience, information and skills to achieve the development goal

##### 3. Customer focus

Direct effort towards meeting the customer's expectations

##### 4. Integrity

Maintain ethics in delivering services to customers

##### 5. Accountability

Serve our customers responsibly and timely

##### 6. Courtesy

Listen and serve customers with respect

##### 7. Participation

Involving as many stakeholders in decision making and implementation

#### **4.5 Strategic Objectives**

The 2018/19-2022/23 Strategic Plan is built around seven strategic objectives as outlined below.

##### **4.5.1 Objective A: HIV and AIDS prevalence reduced and support services improved**

HIV and AIDS is a national problem which needs special attention. HIV and AIDS rate of prevalence has been decreasing in Tandahimba District (from 3% in 2015 to 0.3% in 2023). Hence, in order to sustain the decreasing rate of prevalence there is a need to conduct more educative campaigns to the community. Since it is also the role of DC to support efforts in combating HIV and AIDS in the DC, Wards and Villages, the necessity to advise and sensitize Wards on the need for continued educative campaigns is more paramount than ever before. Secondly, since all Ministries, Departments and Agencies, Local Government Authorities (MDAs & LGAs) are directed by the government to develop workplace interventions by providing care support services to staff living with HIV/AIDS, the DC intends to continue undertaking the following interventions:

##### **Strategies**

- Ensure availability of health workers and equipment in all health facilities for HIV and AIDS management
- Increase and strengthen services for care and treatment of people living with HIV and AIDS
- Improve provision for control, prevention and spread of HIV and AIDS

##### **Targets**

- Number of health workers and facilities increased by June 2023
- Annually seminar on HIV and AIDS organized for all Wards by June 2023
- HIV and AIDS new infection reduced from 2.8% to 0.3% by June 2023
- Enhanced HIV and AIDS awareness by June 2023

##### **Verifiable Indicators**

- Number of health workers and facilities increased
- HIV and AIDS new infection reduced from 2.8% to 0.3%
- Enhanced HIV and AIDS awareness

## **Assumptions**

- Funds availability in time
- Adequate and committed HIV and AIDS workers
- Availability of support from HIV and AIDS agencies
- Willingness of the people to declare their health status

### **4.5.2 Objective B: Effective implementation of the National Anti Corruption Program Enhanced**

A corruption free is an aspiration of all citizenry. The National Anti-corruption Program aims at reducing corruption incidences leading to a corruption free society. Combating corruption is one of the primary goals that will lead to reduction of poverty by ensuring resources are put to the rightful uses. The DC as a key catalyst of socio-economic development in the District has to facilitate and participate in the implementation of the NACP.

## **Strategies**

- Conduct sensitization seminars
- Reinforce reward system to whistleblowers/informants
- Encourage the use of suggestion boxes in all DC Offices and Wards
- Produce and distribute sensitization leaflets in the District

## **Targets**

- Seminar to District staff on combating corruption in collaboration with TAKUKURU conducted annually by June 2023
- Suggestion boxes fully utilized by June 2023
- Posture and leaflets distributed by June 2023
- Reward system to combat corruption in workplace introduced and implemented by June 2023

## **Key Performance Indicators:**

- Reports on corruption combating seminars produced
- Corruption events reduced
- Complaints reduced
- Whistleblowers/informants rewarded
- Number of postures and leaflets distributed

## **Assumptions**

- Availability of funds
- TAKUKURU will collaborate
- Willingness of the public to expose illegal practices

#### **4.5.3 Objective C: Capacity of DC to perform mandated functions strengthened**

The District Council is responsible for ensuring peace and tranquillity, enhancing the delivery and management capabilities, and financial sustainability of local governments through technical advice and capacity building. In this endeavour, it has to develop plans and budgets and monitor implementation on a quarterly basis. Conducive working environment, including human resource development and ICT enhancement has to be in place. For DC to perform its roles and functions efficiently and effectively human resource capacity has to be enhanced in collaboration with the respective ministries.

#### **Strategies**

- Improving the working environment and facilities/supplies
- Enhancing Operational Systems, Structures and Processes
- Human Resource Capacity Building

#### **Targets**

- Administrative and Staff welfare services improved by June 2023
- Staff audit conducted by June 2023
- Human Resource and District Profile database established by June 2023
- Recruitment of qualified personnel facilitated by June 2023
- Human Resource Development Plan reviewed and implemented twice by June 2023
- DC staff facilitated to undergo training by June 2023 (repetition on HRD, training is incorporated)
- Tooling and retooling of physical and software for DC offices by June 2023
- Four annual plans and budgets developed and implemented by June 2023
- Monitoring and evaluation conducted annually by June 2023
- Planned projects and activities at DC and 31 Wards implemented by June 2023
- Strategic Plan 2018/19-2022/23 reviewed by June 2020
- Strategic Plan 2022/23-2026/27 developed by June 2023
- Client Service Charter reviewed by June 2023
- E-Government introduced and strengthened by June 2023
- 157 Villages statistical data updated by June 2023
- Four annual procurement plans developed and implemented by June 2023
- Financial services coordinated by June 2023
- Five Trade Union meetings and ten workers councils conducted by June 2023
- 217 government buildings rehabilitated by June 2023
- 415 government buildings constructed by June 2023

### **Verifiable indicators**

- Number of HRDP developed & implemented
- Number of DC offices supplied with new working facilities
- Number of staff recruited
- Reviewed Client Service Charter
- Presence of HR database
- Presence of District database
- Presence of reviewed SP
- Presence of new developed SP for 20....
- Presence of auditing reports
- Presence of annual procurement plans
- Presence of periodical procurement plans
- Presence of contracts
- Number of staff trained
- Number of financial reports prepared
- Number of Trade Unions and Workers Councils meetings held
- Number of monitoring and evaluation reports prepared and submitted
- Number of government buildings constructed and rehabilitated

### **Assumptions**

- Stable political environment
- Good governance
- Availability and timely disbursements of funds
- Availability of qualified personnel in the market

#### **4.5.4 Objective D: Economic and Infrastructure Services improved**

The DC has a responsibility for provision of expertise and facilitation on economic and productive sector as well as infrastructure development. The District needs to sustain, expand and improve infrastructures as well as production in order to enhance the economy and the well being of the community. For the District to reduce both income and non income poverty DC will promote investments in productive sectors, put emphasis on the formation of SACCOs, VICOBA and SACAs. Agricultural sector (Kilimo Kwanza) which employs 85% of the total population and contributes more than 80% to the District GDP will be given due attention. On the other hand the DC will bring attention to the improvement of existing industries and introduces more other as the country is shifting to the industrialization. This will increase the economy of the community since the agriculture products will have value added instead of selling raw products.

## Strategies

- Provision of technical services on the interpretation of policies, laws and regulations of sectoral ministries
- Provision of technical support in the implementation of infrastructure development programmes
- Provision of technical support on modernisation and commercialization of agriculture
- Fostering local participation in industrialization so as to adhere to “*Tanzaniaya Viwanda*”
- Promotion and creation of an enabling environment for investment opportunities
- Promotes small/mid scale industry and revives non functioning industries
- Promotion of cooperatives societies and farmer associations
- Promotion of rainwater harvesting for irrigation, livestock and wildlife
- Provision of technical advice on urban and rural planning
- Promotion and publicity of tourist and heritage sites

## Targets

- Technical services and distribution of agriculture inputs in Wards coordinated and supervised by June 2023
- Knowledge transfer to farmers improved from 150 to 1,000 by June 2023
- Crop production at 157 villages increased from 2.5 to 5 tonnes annually by June 2023
- Horticultural value chain in 10 villages located at irrigable areas promoted by June 2023
- Mixed cropping promoted to 150 farmers groups by June 2023
- 20,000 AMCOS members enrolled by June 2023
- Five cassava milling houses constructed at 5 villages by June 2023
- 20 km farmers access road to ferry farm constructed by June 2023
- 5 processed cashew nut finishing and packaging machine installed at 5 centres by June 2023
- Marketing and promotion of agricultural commodities improved by June 2023
- 5 cassava milling houses at 5 villages constructed by June 2023
- 20 km farmers access road to ferry farm inputs and agricultural produce constructed by June 2023
- 5 processed cashew nut finishing and packing machines at 5 centers installed by June 2023
- 5 ware houses for agricultural commodities constructed by June 2023
- 20 agriculture staff houses in 20 wards Constructed by June 2023
- 10 agriculture staff houses rehabilitated by June 2023
- Provision of technical knowledge on fish farming
- Sectoral laws, regulations and contracts in all Wards adhered to by June 2023

- 40 youth groups promoted and facilitated by June 2023
- 40 women groups promoted and facilitated by June 2023
- 200 VICOBA groups accessed soft loans annually by June 2023
- 10 groups of people with disabilities accessed soft loans annually by June 2023
- 7,644 poor households and 88 villages supported financially annually by June 2023
- 51 VICOBA formed and operation by poor households annually by June 2023
- 66 water reservoir, 4 feeder roads and 18 water dams constructed by 2020
- Interim land use plans of the DC prepared by 2023
- 5 Town planning drawings in squatter areas in Tandahimba and Mahuta township prepared by June 2023
- 300 new plots surveyed by June 2023
- 1500 CRO's and 3000 CCRO's in Tandahimba and Mahuta prepared by June 2023
- Three forests (Naputa, Mahuta and Tandahimba) resurveyed, reallocated and beacon erection by June 2023
- Training on proper land uses conducted to people living around three forests (Naputa, Mahuta and Litehu) by June 2023
- Three nursery sheds for trees planting prepared at Mahuta and Tandahimba by June 2023
- Fish farming ponds increased from 2 to 5 by June 2023
- Slaughtering labs increased from 2 to 10 by June 2023
- Sensitize small scale retailers to participate in trade fairs by June 2023
- Supervise and monitor cooperatives societies and farmer associations by June 2023
- Promote, supervise and monitor investment, industries and commercial activities by June 2023
- Promotion of tree planting, fisheries and beekeeping by June 2023
- Ensure 80% food sufficiency by June 2023
- Increase number of irrigation projects from three to seven by June 2023
- Ensure land use planning is carried out by June 2023
- Number of tourists visiting Tandahimba increased by 25% by June 2023
- Increase number of tourists sites by June 2023
- Promote Public Private Partnership (PPP) in the District by June 2023
- Facilitate linkages of industries to local and international markets by June 2023
- Promote agro-processing industries by June 2023
- 311.05 road kms routinely maintained by June 2023
- Spot improvement of roads 42.0 km by June 2023
- 37 road kms periodic maintained by June 2023
- 20 bridges/Culverts/drift Constructed by June 2023

- Establishment of ICT system for data management supported by June 2023

### **Verifiable indicators**

- Increased income and investment at household level particularly for youth women
- Increased income and improved life standard for people with disabilities
- Beneficiaries save money to invest in livelihood enhancing activities.
- Community access social services (education, water and health)
- Increased per capita income
- Agriculture production/productivity increased
- Number of Chaco dams (small dams) constructed
- Number of land use plans prepared
- Number of trees planted
- Number of km of roads constructed/maintained
- Increased number of investments
- Number of trade exhibitions conducted
- Number of agro-processing industries established
- Percentage increase of people with sufficient food
- Increased number of farmers associations and cooperatives societies
- Increased number of irrigation projects
- Agricultural and livestock production increased
- Number of promotional and publicity materials in place
- Number of warehouses constructed

### **Assumptions**

- Favorable climatic conditions
- Funds availability in time
- Good stakeholder response
- Stable political atmosphere
- Good co-ordination and communication

#### **4.5.5 Objective E: Quality Social services enhanced/ Access, quality and equitable social services delivery Improved**

Quality Social Services are crucial for socio-economic development of the District and the community. DC has to facilitate the provision of educational development services, including administering of primary and secondary schools examinations. It also has to smoothen

the progress of the provision of curative hospital services to hospitals in the District, by conducting supportive supervision to the existing health services. In addition DC is charged



with the duty to extend technical support services in sports development in Wards to enhance good health to the society. Furthermore DC has to ensure water and sanitation projects are functional in the urban areas.

### **Strategy**

- Provision of technical support in the implementation of social service programs in District Hospital, Health Centres and dispensaries
- Provision of technical support in the implementation of social service programs in Wards and villages
- Improve Kindergarten, primary and secondary school teaching and learning environments
- Improve supply of safe and clean water
- Facilitate the promotion of sports and games

### **Targets**

#### **Health**

- Disease surveillance conducted to District Hospital and... Health Centres by June 2023
- Provision of curative services of communicable and non-communicable diseases and supportive supervision of social services programs, conducted to DH and..... Health Centres by June 2023
- Maternal mortality rate reduced from 196/100,000 to 121/100,000 by the end of June 2023
- Prevalence rate of malaria cases reduced from 24% to 20% by the end of June 2023
- Prevalence of eye diseases among OPD cases reduced from 2% to 1% by June 2023
- Family planning commodities for implementation of family planning activities to hard to reach areas acquired by June 2023
- 210 blood units from voluntary non-remunerated repeat blood donors (VNRDB) mobilized and collected by June 2023
- Referral to patients with congenital abnormalities facilitated by June 2023
- 514 Advocacy meeting for maternal and prenatal death (MPSR) guideline conducted by June 2023
- Translation of the laws, policies, strategies and guidelines of sectoral ministries disseminated and supported by June 2023
- Appropriate environment for private health sector development supported by June 2023
- Health Services in the District Coordinated by June 2023
- Health Human Resource Management Supported by June 2023
- Ensure the quality of service for Health and Social Welfare facilitated by June 2023

- Quarterly regional maternal and prenatal death review meeting conducted by June 2023
- Mentoring and supervision on petrography, PPH management, Eclampsia conducted to 33 health facilities by June 2023
- Quarterly FP mobile clinic to 23 villages with no dispensaries by healthcare provider conducted by June 2023
- 10 dozen of essential medicine for proper management of cancer complication procured by June 2023
- Community sensitization on the use of mosquito nets, environmental sanitation on malaria day conducted by June 2023
- Quarterly clinical mentoring of healthcare workers on treatment of severe malaria using artesunate at 29 health facilities conducted by June 2023
- Community awareness on eye cleanliness and early treatment of eye disease increased from 87% to 97% by June 2023
- Quarterly home visit to 50 MVC homes for psycho-social management, support and protection conducted by June 2023
- Supportive supervision in 35 HFs conducted by June 2023
- Outreach on mental illness to 5 wards of Mkundi, Maundo, Michenjele, Milongodi and Kitama conducted by June 2023
- (IMCI) mentorship to two health centres conducted by June 2023
- Diabetic mellitus clinic at Mahuta health centre established by June 2023
- Internal walkways within the DH constructed by June 2023
- Relative hostel at Tandahimba district Completed by June 2023
- Dispensary at Mnazi - Mmoja, Chikongo, Mambamba Completed by June 2023
- Dispensary at Milidu Constructed by June 2023
- Laundry at Namikupa and Mahuta health centre Constructed by June 2023
- District Hospital Health Advisory Board established by June 2023
- Expansion of health infrastructure and facilities in all Wards Supervised by June 2023
- Hospital facilities and equipments procured by June 2023
- Sports and games promotion facilitated by June 2023
- Health funds from Government and Council own source allocated by June 2023
- Donor grants mobilized by June 2023
- Provision of technical support in the implementation of social services programs
- Primary and Secondary schools enrolment increased from...to...by June 2023
- STDS Seven Pupils completion rate increased by...% by 2023
- Local examination for Primary schools facilitated by June 2023
- National examinations facilitated, managed and conducted annually by June 2023
- PS pass rate in national exams increased to...June by 2023

- Schools Grants facilitated by June 2023
- Technical support and facilitation of national tournaments annually to SHIMIWI, UMITASHUTA and UMISETA by June 2023
- District Education Office Rehabilitated by June 2023
- 150 PS classrooms Constructed by June 2023
- 250 pit latrines for 117 PS's Constructed by June 2023
- 150 classrooms construction completed by June 2023
- 75 PS teacher houses constructed by June 2023
- National examinations for Ordinary and Advanced level facilitated annually by June 2023
- Secondary school pass rate in national exams increased from 50% to 90% June 2023
- Laboratories on 28 secondary schools Constructed by June 2023
- 28 staff houses on 28 secondary schools constructed by June 2023
- 45 classrooms on 28 secondary schools constructed by June 2023
- 100 pit latrines on 28 secondary schools constructed by June 2023
- 5 Hostels constructed by June 2023
- 10 Administration blocks constructed by June 2023
- Safe and clean water supply services maintained by June 2023
- Water and sanitation projects functional in all Wards facilitated by June 2023
- Rainwater harvesting techniques in all Wards facilitated and promoted by June 2023
- Waste disposal management in 31 wards improved by June 2023
- Extensions for water supply infrastructures construction implemented by 95% by June 2023
- Water supply infrastructures maintained and rehabilitated by June 2023

### **Verifiable indicators**

- Improved health services
- Number of dispensaries constructed
- Number of health workers in health centres
- Number of government buildings rehabilitated
- Reduced mortality rate, communicable and non-communicable diseases.
- Number of personnel trained
- Number of seminars and training conducted
- District Hospital Advisory Health Board in place
- Number of sports competitions attended
- Number of national examinations supervised
- Increased water supply to the community
- Number of rainwater harvesting infrastructure constructed

- Increased student enrolment
- Improved working environments
- Availability of working facilities and equipments

### **Assumptions**

- Primary school leavers passed at the level of 75% and above and 100% of those who passed primary school living examination (PSLE) are able to join secondary schools
- Availability of funds
- Adequate and qualified staff

### **4.5.6 Objective F: Good Governance and administrative services enhanced**

Good governance is core to sustainable socio-economic growth as it enhances accountability, transparency, as well as maintenance of peace and tranquillity in the society. DC has to provide support for effective and efficient financial management. Proper use of limited resources and adherence to the Procurement Act is important in enhancing quality service delivery. Coordination mechanism between DC and different Stakeholders is central to the enhancement of smooth implementation of administrative and developmental programmes.

### **Strategy**

- Coordination of statutory meetings and national events
- Provision of administrative and technical support to various stakeholders
- Maintenance of peace, law and order in the District
- Implementation of the 2015 CCME Election Manifesto

### **Targets**

- 4000 statutory meetings (240 district, 620 wards and 3140 villages) coordinated by June 2023
- 16 supervisory and technical services reports on finance, legal and policy issues supervised and prepared by June 2023
- 32 district peace and security committee meetings conducted by June 2023
- Public, finance and administrative matters at Wards coordinated by June 2023
- Government procurement procedures implemented by June 2023
- Internal audit and control mechanisms strengthened by June 2023
- 10 CCME Election Manifesto implementation reports prepared by June 2023
- 40 National Events coordinated by June 2023
- 10 sensitization sessions on Labour law organized by June 2023

### **Verifiable indicators**

- Number of Statutory meetings conducted
- Number of National events coordinated and documented
- Number of CCME Election manifesto reports prepared and submitted
- Number of financial, legal and policy issues reports prepared and submitted
- Number of District and district peace and security committee meetings conducted
- Number of public complaints reduced
- Number of national and international visits coordinated
- Number of internal audit reports prepared and disseminated
- Number of procurement plans and reports prepared

### **Assumptions**

- Availability of funds in time
- Stable political atmosphere
- Commitment of the stakeholders

#### **4.5.7 Objectives G: Cross cutting issues addressed**

The main thrust of this objective is to address cross cutting issues which if neglected would hinder successful implementation of the planned socio-economic programmes. Issues that need to be addressed include disaster management, NGOs activities, environmental issues, food security, gender mainstreaming and assistance to vulnerable groups.

#### **Strategies**

- Strengthen multi-sectorial coordination forums at community level to ensure high quality prevention of sexual transmission initiatives. 30 VMAC, 6 WMAC, 1 CMAC and 10 CSOs trained and/or facilitated per year
- Conducting Rapid Vulnerability Assessment (RVA) on food situation in 31 wards annually
- Coordination and control of local and trans-boundary diseases in the District
- Coordination of emergency preparedness and rapid disaster response in all Wards and Villages
- Carry out environmental and social impact assessment in development projects in Wards and Villages
- Mainstream gender and youth issues in development programmes
- Involve stakeholders and environmental expert
- Conduct trainings on disaster mgmt to 166 villages committees
- Provide support to vulnerable groups (elderly, disabled and orphans)

## **Targets**

- 24 Rapid Vulnerability Assessment on food situation in 31 Wards conducted by June 2023
- Local and trans-boundary disease control programs coordinated by June 2023
- Emergency preparedness and disaster response management in Wards, Villages and DC coordinated by the end of June 2023
- Vulnerable groups in all Wards identified and supported by June 2023
- Environmental and social impact assessment of development projects conducted in 31 Wards by June 2023
- Gender and youth issues mainstreamed in development programmes by June 2023
- Technical support to the 31 Wards on environmental management provided by June 2023
- 157 environmental groups created to 157 villages by June 2023
- Environmental conservation improved from 40% to 60% by June 2023
- 5 Environmental Impact Assessment to Local project conducted by June 2023
- Number of tree nurseries increased by June 2023
- Knowledge of disaster preparedness and management provided to 60 environmental management committees by 2023
- 2 gardens at the headquarter office established by June 2023

## **Key Performance Indicators**

- Number of vulnerable groups coordinated
- Gender and youth issues addressed
- Number of environmental impact assessment conducted
- Number of rapid food assessment conducted
- Number of disaster control programs coordinated
- Number of meetings and reports on disaster preparedness and response management prepared
- Reports on technical support on environmental management made available to Wards
- Number of social conflicts reduced
- Gender and youth issues mainstreamed
- Number of environmental groups created
- Increased Community Environmental awareness
- Number of EIA reports conducted
- Number of trainings on disaster management conducted
- Number of Gardens in place
- Increased adoption of safer sexual behaviours and reduction of risk-taking behaviours

- Strengthened and sustainable enabling environment that mitigates underlying factors that drive the HIV epidemic
- Strengthened coordination of HIV prevention programs and resources
- Improved access to basic needs for vulnerable groups

**Assumptions**

- Availability of funds
- Supportive community
- Change of people's mindset

### 5.1 Purpose

The results framework shows how the results envisioned in the DC Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. It shows the beneficiaries of DC services, planned outcome, measurable indicators and the overall development objective (goal) which is basically the overall impact of DC activities. The results framework is the basis upon which various interventions will be undertaken in the course of the execution of the strategic planning cycle leading to achievement of the set objectives.

### 5.2 The Development Objective

The overriding objective of DC is to deliver improved services (in terms of quality, timeliness, effectiveness and efficiency), implement relevant priority policies, and create a viable environment for accelerated social and economic growth. The achievement of the overall development objective, among other things, will be influenced by the level of financial resources made available, previous investments in infrastructures, accountability on the part of citizens, the effectiveness of the service delivery under decentralized arrangements as well as DC capacity at both strategic and operational levels.

### 5.3 Linkage with MKUKUTA

This strategic plan has seven (7) objectives which contribute to the implementation of MKUKUTA, with a focus on:

#### **Cluster 1: Growth and Income Poverty**

##### **Reduction Goal 1:**

Pursuing sound macroeconomic management

**Goal 2:** Reducing income poverty through promoting inclusive, sustainable, employment and enhancing growth

**Goal 3:** Ensuring food security and climate change adaptation and mitigation

#### **Cluster 2: Improvement of quality of life and social wellbeing**

**Goal 1:** Ensuring equitable access to quality primary and secondary education for boys and girls, universal literacy among men and women and expansion of higher, technical and vocational education

**Goal 2:** Improving survival, health and wellbeing of all children, women and vulnerable groups

#### **Cluster 3: Governance and accountability**

**Goal 1:** Ensuring systems and structures of good governance are in place



**Result Framework Matrix**

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
<p>DC delivers improved services (in terms of quality, timeliness and efficiency), implement relevant priority policies, and establish conducive environment for private sector growth and social development.</p>	<b>A</b>	<p>HIV and AIDS prevalence reduced and supportive services improved</p>	<ul style="list-style-type: none"> <li>▪ Increased number of HIV and AIDS health workers and facilities increased</li> <li>▪ Organized seminar on HIV and AIDS for all Wards annually</li> <li>▪ Reduced HIV and AIDS new infection from 3% to 2.8%</li> <li>▪ Enhanced HIV and AIDS awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Number of health workers and facilities increased</li> <li>• Decreased percentage of new infections</li> <li>• HIV and AIDS new infection reduced from 3% to 2.8%</li> <li>• Enhanced HIV and AIDS awareness</li> </ul>
	<b>B</b>	<p>Enhancing, sustained effective implementation of the NACP (National Anti Corruption Program)</p>	<ul style="list-style-type: none"> <li>▪ Conducted seminar to District staff on combating corruption in collaboration with TAKUKURU conduct annually</li> <li>▪ Fully utilized suggestion boxes</li> <li>▪ Distributed posture and leaflets</li> <li>▪ Introduced and implemented Reward system to combat corruption in workplace</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reports on corruption combating seminars produced</li> <li>▪ Corruption events reduced</li> <li>▪ Complaints reduced</li> <li>▪ Number of Whistleblowers/informants rewarded</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
	C	Capacity of DC to perform mandated functions strengthened	<ul style="list-style-type: none"> <li>▪ Improved administrative and Staff welfare services</li> <li>▪ Recruited qualified personnel</li> <li>▪ Human Resource Development Plan reviewed and implemented</li> <li>▪ 175 DC staff facilitated to undergo training</li> <li>▪ Tooling and retooling of physical and software for DC Offices</li> <li>▪ Four annual plans and budgets developed and implemented by June 2023</li> <li>▪ Conducted monitoring and evaluation conducted annually</li> <li>▪ Planned projects and activities at DC and 31 Wards implemented</li> <li>▪ Client Service Charter reviewed</li> <li>▪ E-Government introduced and strengthened</li> <li>▪ 157 Villages statistical data updated</li> <li>▪ Four annual procurement plans developed and implemented</li> <li>▪ Financial services coordinated</li> <li>▪ Five Trade Union meetings and ten workers councils</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced staff complaints</li> <li>▪ Number of staff recruited</li> <li>▪ Number of HR plans developed &amp; Implemented</li> <li>▪ Number of staff trained</li> <li>▪ Number of DC Offices supplied with new working facilities</li> <li>▪ Number of annual plans and budget</li> <li>▪ Number of monitoring and evaluation reports prepared and disseminated</li> <li>▪ Project reports</li> <li>▪ Reviewed Client Service Charter</li> <li>▪ E-Government system</li> <li>▪ Statistical data report</li> <li>▪ Number of annual procurement plans developed</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<p>conducted</p> <ul style="list-style-type: none"> <li>▪ 217 government buildings rehabilitated</li> <li>▪ 415 government buildings constructed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of financial reports prepared</li> <li>▪ Number of Trade Unions and Workers Councils meetings held</li> <li>▪ Number of government buildings constructed and rehabilitated</li> </ul>
	<b>D</b>	Economic services and infrastructure improved by June 2016	<ul style="list-style-type: none"> <li>▪ Technical services and distribution of agriculture inputs in Wards coordinated and supervised by June 2023</li> <li>▪ Knowledge transfer to farmers improved from 150 to 1,000 by June 2023</li> <li>▪ Crop production at 157 villages increased from 2.5 to 5 tonnes annually by June 2023</li> <li>▪ Horticultural value chain in 10 villages located at irrigable area promoted by June 2023</li> <li>▪ Mixed cropping promoted to 150 farmers groups by June 2023</li> <li>▪ 20,000 AMCOSS members enrolled by June 2023</li> <li>▪ Five cassava milling houses constructed at 5 villages by June 2023</li> <li>▪ 20 km farmers access road to ferry farm constructed by</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased income and investment at household level particularly for youth women</li> <li>▪ Increased income and improved life standard for people with disabilities</li> <li>▪ Beneficiaries save money to invest in livelihood enhancing activities.</li> <li>▪ Community access social services (education, water and health)</li> <li>▪ Increased per capita income</li> <li>▪ Agriculture production/productivity increased</li> <li>▪ Number of Chaco dams (small dams) constructed</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<p>June 2023</p> <ul style="list-style-type: none"> <li>▪ 5 processed cashew nut finishing and packaging machine installed at 5 centres by June 2023</li> <li>▪ Marketing and promotion of agricultural commodities improved by June 2023</li> <li>▪ 5 cassava milling houses at 5 villages constructed by June 2023</li> <li>▪ 20 km farmers access road to ferry farm inputs and agricultural produce constructed by June 2023</li> <li>▪ 5 processed cashew nut finishing and packing machines at 5 centres installed by June 2023</li> <li>▪ 5 warehouses for agricultural commodities constructed by June 2023</li> <li>▪ 20 agriculture staff houses in 20 wards constructed by June 2023</li> <li>▪ 10 agriculture staff houses rehabilitated by June 2023</li> <li>▪ Provision of technical knowledge on fish farming</li> <li>▪ Sectoral laws, regulations and contracts in all Wards adhered to by June 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of land use plans prepared</li> <li>▪ Number of trees planted</li> <li>▪ Number of km of roads constructed maintained</li> <li>▪ Increased number of investments</li> <li>▪ Number of trade exhibitions conducted</li> <li>▪ Number of agro-processing industries established</li> <li>▪ Percentage increase of people with sufficient food</li> <li>▪ Increased number of farmers associations and cooperatives societies</li> <li>▪ Increased number of irrigation projects</li> <li>▪ Agricultural and livestock production increased</li> <li>▪ Number of promotional and publicity</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<ul style="list-style-type: none"> <li>▪ 40 youth groups promoted and facilitated by June 2023</li> <li>▪ 40 women groups promoted and facilitated by June 2023</li> <li>▪ 200 VICOBA groups accessed soft loans annually by June 2023</li> <li>▪ 10 groups of people with disabilities accessed soft loans annually by June 2023</li> <li>▪ 7,644 poor households and 88 villages supported financially annually by June 2023</li> <li>▪ 51 VICOBA formed and operation by poor households annually by June 2023</li> <li>▪ 66 water reservoir, 4 feeder roads and 18 water dams constructed by 2020</li> <li>▪ Interim land use plans of the DC prepared by 2023</li> <li>▪ 5 Town planning drawings in squatter areas in Tandahimba and Mahuta township prepared by June 2023</li> <li>▪ 300 new plots surveyed by June 2023</li> <li>▪ 1500 CRO's and 3000 CCRO's in Tandahimba and</li> </ul>	<p>materials in place</p> <ul style="list-style-type: none"> <li>▪ Number of warehouses constructed</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<p>Mahuta prepared by June 2023</p> <ul style="list-style-type: none"> <li>▪ Three forests (Naputa, Mahuta and Tandahimba) resurveyed, reallocated and beacon erection by June 2023</li> <li>▪ Training on proper land uses conducted to people living around three forests ( Naputa, Mahuta and Litehu) by June 2023</li> <li>▪ Three nursery sheds for trees planting prepared at Mahuta and Tandahimba by June 2023</li> <li>▪ Fish farming ponds increased from 2 to 5 by June 2023</li> <li>▪ Slaughter slabs increased from 2 to 10 by June 2023</li> <li>▪ Sensitize small scale retailers to participate in trade fairs by June 2023</li> <li>▪ Supervise and monitor cooperatives societies and farmer associations by June 2023</li> <li>▪ Promote, supervise and monitor investment, industries and commercial activities by June 2023</li> <li>▪ Promotion of tree planting, fisheries and beekeeping by June 2023</li> </ul>	

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<ul style="list-style-type: none"> <li>▪ Ensure 80% food sufficiency by June 2023</li> <li>▪ Increase number of irrigation projects from three to seven by June 2023</li> <li>▪ Ensure land use planning is carried out by June 2023</li> <li>▪ Number of tourists visiting Tandahimba increased by 25% by June 2023</li> <li>▪ Increase number of tourists sites by June 2023</li> <li>▪ Promote Public Private Partnership (PPP) in the District by June 2023</li> <li>▪ Facilitate linkages of industries to local and international markets by June 2023</li> <li>▪ Promote agro-processing industries by June 2023</li> <li>▪ 311.05 road kms routinely maintained by June 2023</li> <li>▪ Spot improvement of roads 42.0 km by June 2023</li> <li>▪ 37 road kms periodic maintained by June 2023</li> <li>▪ 20 bridges/Culverts/drifts constructed by June 2023</li> <li>▪ Establishment of ICT system for data management supported by June 2023</li> </ul>	
	<b>E</b>	Quality      Social	<ul style="list-style-type: none"> <li>▪ Disease surveillance conducted to District Hospital and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced mortality rate</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
		services enhanced	<p>.3HealthCentres byJune2023</p> <ul style="list-style-type: none"> <li>▪ Provision of curative services of communicable and noncommunicable diseases and supportive supervision of social services programs, conducted to DH and 3 HealthCentresbyJune 2023</li> <li>▪ Maternalmortalityratereducedfrom196/100,000to121/100,000bythe endofJun 2023</li> <li>▪ Prevalence rate of malaria case reduced from 24% to20%bytheend ofJune2023</li> <li>▪ Prevalence of eye diseases among OPD cases reducedfrom2%to1%byJune2023</li> <li>▪ FamilyplanningcommoditiesforimplementationoffamilyplanningactivitiestohardtoreachareasacquiredbyJune 2023</li> <li>▪ .... blood units from voluntary non remunerated repeatblood donors (VNRDB) mobilized and collected by June2023</li> <li>▪ Referral to patients with conjunctal abnormalities facilitatedbyJune2023</li> </ul>	<p>from196/100,000to121/100,000, communicableandnoncommunicablediseases.</p> <ul style="list-style-type: none"> <li>▪ Improvedhealthservices</li> <li>▪ Number ofdispensariesconstructed</li> <li>▪ Numberofhealthworkersinhealthcentres</li> <li>▪ Numberofgovernmentbuildingsrehabilitated</li> <li>▪ Reduced mortality rate,communicable and noncommunicablediseases.</li> <li>▪ Numberofpersonneltrained</li> <li>▪ Numberofseminarsandtrainingconducted</li> <li>▪ District Hospital Advisory HealthBoard in place</li> <li>▪ Number of sports competitions</li> </ul>



DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<ul style="list-style-type: none"> <li>▪ 514 Advocacy meeting for maternal and prenatal death(MPSR)guidelineconducted byJune2023</li> <li>▪ Translationofthelaws,policiesstrategiesandguidelinesofsectoralministriesdisseminatedandsupportedbyJune 2023</li> <li>▪ AppropriateenvironmentforprivatehealthsectordevelopmentSupportedbyJune 2023</li> <li>▪ HealthServicesintheDistrictCoordinatedbyJune2023</li> <li>▪ HealthHumanResourceManagementSupportedbyJune 2023</li> <li>▪ EnsurethequalityofserviceforHealthandSocialWelfarefacilitatedbyJune 2023</li> <li>▪ Quarterly regional maternal and prenatal death reviewmeetingconductedbyJune 2023</li> <li>▪ Mentoringandsupervisiononpetrography,PPHmanagement,Eclampsiaconductedto33healthfacilitiesbyJune 2023</li> <li>▪ QuarterlyFPmobileclinicto23villageswithnodispensaries byhealth care providerconducted byJune</li> </ul>	<p>attended</p> <ul style="list-style-type: none"> <li>▪ Number of national examinations supervised</li> <li>▪ Increased water supply to the community</li> <li>▪ Number of rain water harvesting infrastructure constructed</li> <li>▪ Increased student enrolment</li> <li>▪ Improved working environments</li> <li>▪ Availability of working facilities and equipments</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<p>2023</p> <ul style="list-style-type: none"> <li>▪ 10 dozen of essential medicine for proper management of cancer complication procured by June 2023</li> <li>▪ Community sensitization on the use of mosquito nets, environmental sanitation on malaria day conducted by June 2023</li> <li>▪ Quarterly clinical mentoring of health care workers on treatment of severe malaria using artesunate at 29 health facilities conducted by June 2023</li> <li>▪ Community awareness on eye cleanliness and early treatment of eye disease increased from ... to ... by June 2023</li> <li>▪ Quarterly home visit to 50 MVC homes for psychosocial management, support and protection conducted by June 2023</li> <li>▪ Supportive supervision in 35 HFs conducted by June 2023</li> <li>▪ Outreach on mental illness to 5 ward of Mkundi, Maundo, Michenjele, Milongodi and Kitama conducted</li> </ul>	

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<p>by June 2023</p> <ul style="list-style-type: none"> <li>▪ (IMCI) mentorship to two health centres conducted by June 2023</li> <li>▪ Diabetic mellitus clinic at Mahuta health centre established by June 2023</li> <li>▪ Internal walkways within the DH constructed by June 2023</li> <li>▪ Relative hostel at Tandahimba district completed by June 2023</li> <li>▪ Dispensary at Mnazi-Mmoja, Chikongo, Mambamba completed by June 2023</li> <li>▪ Dispensary at Milidu constructed by June 2023</li> <li>▪ Laundry at Namikupa and Mahuta health centre constructed by June 2023</li> <li>▪ District Hospital Health Advisory Board established by June 2023</li> <li>▪ Expansion of health infrastructure and facilities in all Wards supervised by June 2023</li> <li>▪ Hospital facilities and equipments procured by June</li> </ul>	

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<p>2023</p> <ul style="list-style-type: none"> <li>▪ Sports and games promotion facilitated by June 2023</li> <li>▪ Health funds from Government and Council own source allocated by June 2023</li> <li>▪ Donor grants mobilized by June 2023</li> <li>▪ Provision of technical support in the implementation of social services programs</li> <li>▪ Primary and Secondary schools enrolment increase from... to... by June 2023</li> <li>▪ STDS seven pupils completion rate increased by...% by 2023</li> <li>▪ Local examination for primary schools facilitated by June 2023</li> <li>▪ National examinations facilitated, managed and conducted annually by June 2023</li> <li>▪ PSpass rate in national exams increased to... June by 2023</li> <li>▪ Schools Grants facilitated by June 2023</li> <li>▪ Technical support and facilitation of national</li> </ul>	

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<p>tournaments annually to SHIMIWI, UMITASHUTA and UMIS ET A by June 2023</p> <ul style="list-style-type: none"> <li>▪ District Education Office Rehabilitated by June 2023</li> <li>▪ 17 PS classrooms Constructed by June 2023</li> <li>▪ 115 pit latrines for 117 PS's Constructed by June 2023</li> <li>▪ 10 classrooms construction completed by June 2023</li> <li>▪ ... PS teacher houses constructed by June 2023</li> <li>▪ National examinations for Ordinary and Advanced level facilitated annually by June 2023</li> <li>▪ Secondary school pass rate in national exams increased from 50% to 90% June 2023</li> <li>▪ Laboratories on 28 secondary schools Constructed by June 2023</li> <li>▪ 28 staff houses on 28 secondary schools constructed by June 2023</li> <li>▪ 45 classrooms on 28 secondary schools constructed by June 2023</li> <li>▪ 100 pit latrines on 28 secondary schools constructed by June 2023</li> </ul>	

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<ul style="list-style-type: none"> <li>▪ 5 Hostels constructed by June 2023</li> <li>▪ 10 Administration blocks constructed by June 2023</li> <li>▪ Safe and clean water supply services maintained by June 2023</li> <li>▪ Water and sanitation projects functional in all Wards facilitated by June 2023</li> <li>▪ Rain water harvesting techniques in all Wards facilitated and promoted by June 2023</li> <li>▪ Waste disposal management in 31 wards improved by June 2023</li> <li>▪ Extensions for water supply infrastructures constructions implemented by 95% by June 2023</li> <li>▪ Water supply infrastructures maintained and rehabilitated by June 2023</li> </ul>	
	F	Good Governance and administrative services enhanced	<ul style="list-style-type: none"> <li>▪ 4000 statutory meetings (240 district, 620 wards and 3140 villages) by June 2023</li> <li>▪ 32 district peace and security committee meetings conducted by June 2023</li> <li>▪ Public, finance and administrative matters at Wards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of Statutory meetings conducted</li> <li>▪ Number of District and district peace and security committee</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<p>coordinated by June 2023</p> <ul style="list-style-type: none"> <li>▪ Government procurement procedures implemented by June 2023</li> <li>▪ Internal audit and control mechanisms strengthened by June 2023</li> <li>▪ 10 CCM Election Manifesto implementation reports prepared by June 2023</li> <li>▪ 40 National Events coordinated by June 2023</li> <li>▪ 10 sensitization sessions on Labour laws organized by June 2023</li> </ul>	<p>meetings conducted</p> <ul style="list-style-type: none"> <li>▪ Number of financial, legal and policy issues reports prepared and submitted</li> <li>▪ Number of procurement plans and reports prepared</li> <li>▪ Number of internal audit reports prepared and disseminated</li> <li>▪ Number of CCM Election manifesto reports prepared and submitted</li> <li>▪ Number of National events coordinated and documented</li> <li>▪ Number of public complaints reduced</li> </ul>
	<b>G</b>	Cross cutting issues addressed by June 2016	<ul style="list-style-type: none"> <li>▪ 24 Rapid Vulnerability Assessment on food situation in 31 wards conducted</li> <li>▪ Local and trans-boundary disease control programs coordinated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of vulnerable groups coordinated</li> <li>▪ Gender and youth issues addressed</li> <li>▪ Number of environmental impact</li> </ul>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<ul style="list-style-type: none"> <li>▪ Emergency preparedness and disaster response management coordinated in DC and 32 Wards</li> <li>▪ Environmental and social impact assessment of development projects conducted in 32 Wards</li> <li>▪ Gender and youth issues mainstreamed in development programmes</li> <li>▪ Technical support to the 31 Wards on environmental management provided</li> <li>▪ Vulnerable groups in all Wards identified and supported</li> <li>▪ 157 environmental groups created to 157 villages</li> <li>▪ Environmental conservation improved from 40% to 60%</li> <li>▪ 5 environmental Impact Assessment to Local project conducted</li> <li>▪ Number of tree nurseries increased</li> <li>▪ Knowledge of disaster preparedness and management provided to 60 environmental management committee</li> <li>▪ 2 gardens at headquarter office established</li> <li>▪ Increased adoption of safer sexual behaviours and reduction of risk taking behaviours</li> </ul>	<ul style="list-style-type: none"> <li>assessment conducted</li> <li>▪ Number of rapid food assessment conducted</li> <li>▪ Number of disaster control programs coordinated</li> <li>▪ Number of meetings and reports on disaster preparedness and response management prepared</li> <li>▪ Reports on technical support on environmental management made available to DC</li> <li>▪ Number of social conflicts reduced</li> <li>▪ Gender and youth issues mainstreamed</li> <li>▪ Number of environmental groups created</li> <li>▪ Reduced HIV and AID epidemic</li> <li>▪ Reduced HIV and AIDs new infections</li> </ul>



DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVES	PLANNED OUTCOMES	INDICATORS
			<ul style="list-style-type: none"> <li>▪ Strengthened and sustainable enabling environment that mitigates underlying factors that drive the HIV epidemic</li> <li>▪ Strengthened coordination of HIV prevention programs and resources</li> <li>▪ Poor households and vulnerable access basic needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved access to household basic needs</li> </ul>

### **6.1 Continuous Monitoring and Review**

Implementation of the SP will be reviewed annually. However monitoring will be continuous throughout the plan period. In total there will be five annual performance reviews between July, 2018 and June 2023. The reviews can be carried out by competent officers from the DC or external reviewers commissioned as appropriate. The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets - whether they are on track, off track, unknown or at risk. The reviews will also assess issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards the achievement of the objectives. The review findings will be used as the basis for the formulation of the following annual plan. The District Executive Director (DED), District Administrative Secretaries (DAS) and Heads of Units will take a lead in the review process within the Monitoring and Evaluation Unit under the Planning Section of the DC.

### **6.2 Mid-Term and Plan Completion Reviews and Evaluation**

In addition to the annual reviews, there shall also be carried out mid-term and plan completion reviews. The mid-term review shall be carried out in July, 2020 while the plan completion review shall be carried out in July, 2023. The objective of the mid-term review is to identify and adjust any deviations from the planned direction. The completion review is aimed at drawing lessons from past performance to facilitate the formulation of a new strategic plan for the ensuing years.

The description of the specific planned reviews, targets, timeframes and the responsible Section/Units are detailed under monitoring and implementation matrix below:

### Monitoring and Implementation Matrix

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
<b>A</b>	HIV and AIDS prevalence reduced and support services improved	<ul style="list-style-type: none"> <li>▪ Increased number of HIV and AIDS health workers and facilities increased</li> <li>▪ Organized seminar on HIV and AIDS for all Wards annually</li> <li>▪ Reduced HIV and AIDS new infection from 3% to 2.8%</li> <li>▪ Enhanced HIV and AIDS awareness</li> </ul>	2018/23	
<b>B</b>	Enhancing, sustain and effective implementation of the NACP (National Anti Corruption Program)	<ul style="list-style-type: none"> <li>▪ Conducted seminar to District staff on combating corruption in collaboration with TAKUKURU conduct annually</li> <li>▪ Fully utilized suggestion boxes</li> <li>▪ Distributed posture and leaflets</li> <li>▪ Hotline numbers on service point</li> <li>▪ Establishment of Complaints desk</li> <li>▪ Introduced and implemented Reward system to combat corruption in workplace</li> </ul>		
<b>C</b>	Capacity of DC to perform mandated functions strengthened	<ul style="list-style-type: none"> <li>▪ Improved administrative and Staff welfare services</li> <li>▪ Recruited qualified personnel</li> <li>▪ Human Resource Development Plan reviewed and implemented</li> <li>▪ 170 DC staff facilitated to undergo training</li> <li>▪ Tooling and retooling of physical and software for DC offices</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<ul style="list-style-type: none"> <li>▪ Four annual plans and budgets developed and implemented by June 2023</li> <li>▪ Conducted monitoring and evaluation conducted annually</li> <li>▪ Planned projects and activities at DC and 32 Wards implemented</li> <li>▪ Client Service Charter reviewed</li> <li>▪ E-Government introduced and strengthened</li> <li>▪ 157 Villages statistical data updated</li> <li>▪ Four annual procurement plans developed and implemented</li> <li>▪ Financial services coordinated</li> <li>▪ Five Trade Union meetings and ten workers councils conducted</li> <li>▪ government buildings rehabilitated</li> <li>▪ government buildings constructed</li> </ul>		
<b>D</b>	Economic services and infrastructure improved by June 2016	<ul style="list-style-type: none"> <li>▪ Technical services and distribution of agriculture inputs in Wards coordinated and supervised by June 2023</li> <li>▪ Knowledge transfer to farmers improved from 150 to 1,000 by June 2023</li> <li>▪ Crop production at 157 villages increased from 2.5 to 5 tonnes annually by June 2023</li> <li>▪ Horticultural value chain in 10 villages located at irrigable areas promoted by June 2023</li> <li>▪ Mixed cropping promoted to 150 farmers groups by June 2023</li> <li>▪ 20,000 AMCOSS members enrolled by June 2023</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<ul style="list-style-type: none"> <li>▪ Fivecassavamillinghouses constructedat5villagesbyJune2023</li> <li>▪ 20kmfarmersaccessroad toferryfarm constructed byJune 2023</li> <li>▪ 5processedcashewnutfinishingandpackagingmachineinstalledat5centresbyJune 2023</li> <li>▪ Marketingandpromotionof agriculturalcommoditiesimprovedbyJune2023</li> <li>▪ 5cassavamilling housesat5villagesconstructedbyJune 2023</li> <li>▪ 20kmfarmersaccessroadtoferryfarminputsandagriculturalproduceconstructedbyJune 2023</li> <li>▪ 5processedcashewnutfinishingandpackingmachinesat5centersinstalledbyJune 2023</li> <li>▪ 5ware housesforagriculturalcommoditiesconstructedofbyJune2023</li> <li>▪ 20agriculturestaffhouses in20wards ConstructedbyJune 2023</li> <li>▪ 10agriculturestaffhousesrehabilitatedbyJune2023</li> <li>▪ Provisionoftechnicalknowledgeonfishfarming</li> <li>▪ Sectorallaws,regulationsandcontractsin allWardsadheredofbyJune2023</li> <li>▪ 40youthgroups promotedandfacilitatedbyJune2023</li> <li>▪ 40womengroups promoted andfacilitatedbyJune 2023</li> <li>▪ 200VICOBAGroupsaccessed softloans annuallybyJune 2023</li> <li>▪ 10groupsofpeoplewithdisabilitiesaccessedsoftloansannuallybyJune2023</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<ul style="list-style-type: none"> <li>▪ 7,644poorhouseholdsand 88villages supportedfinanciallyannuallybyJune2023</li> <li>▪ 51 VICOBAAformedandoperation bypoorhouseholds annuallybyJune 2023</li> <li>▪ 66waterreservoir,4feederroadsand18waterdamsconstructedby2020</li> <li>▪ Interim landuseplansoftheDCpreparedby2023</li> <li>▪ 5TownplanningdrawingsinsquatterareasinTandahimbaandMahutatownshippreparedbyJune 2023</li> <li>▪ 300 newplotssurveyed byJune2023</li> <li>▪ 1500CRO'sand3000CCRO'sinTandahimbaandMahutapreparedbyJune2023</li> <li>▪ Threeforests(Naputa,MahutaandTandahimba)resurveyed,reallocatedandbeacon erection byJune2023</li> <li>▪ Trainingonproperlandusesconductedtopeoplelivingaroundthreeforests(Naputa,Mahuta andLitehu)byJune 2023</li> <li>▪ ThreenurseryshedsfortreesplantingpreparedatMahutaandTandahimbabyJune2023</li> <li>▪ Fishfarmingpondsincreasedfrom 2to5 byJune2023</li> <li>▪ Slaughter slabsincreasedfrom2to10byJune 2023</li> <li>▪ Sensitizesmallscaleretailers toparticipateintradefairsbyJune2023</li> <li>▪ SuperviseandmonitorcooperativesocietiesandfarmerassociationsbyJune2023</li> <li>▪ Promote,superviseandmonitorinvestment,industriesandcommercialactivitiesby</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<p>June2023</p> <ul style="list-style-type: none"> <li>▪ Promotionoftreeplanting,fisheriesandbeekeepingbyJune2023</li> <li>▪ Ensure80%food sufficiencybyJune2023</li> <li>▪ IncreasesnumberofirrigationprojectsfromthreetosevenbyJune2023</li> <li>▪ EnsurelanduseplanningiscarriedoutbyJune2023</li> <li>▪ Number oftouristsvisitingTandahimbaincreasedby25% byJune2023</li> <li>▪ IncreasesnumberoftouristsitesbyJune2023</li> <li>▪ PromotePublic PrivatePartnership(PPP)intheDistrictbyJune2023</li> <li>▪ FacilitatelinkagesofindustriestolocalandinternationalmarketsbyJune2023</li> <li>▪ Promoteagro-processingindustriesbyJune2023</li> <li>▪ 311.05roadkmsroutinemaintainedbyJune2023</li> <li>▪ SpotImprovementofroads 42.0kmbyJune 2023</li> <li>▪ 37roadkms periodic maintainedbyJune2023</li> <li>▪ 20tbridges/Culverts/driftConstructedbyJune 2023</li> <li>▪ EstablishmentofICTsystemfor datamanagement supportedbyJune2023</li> </ul>		
E	Quality Social services enhanced	<ul style="list-style-type: none"> <li>▪ DiseasesurveillanconductedtoDistrictHospitaland3HealthCentresbyJune2023</li> <li>▪ Provisionofcurativeservicesofcommunicableandnon-communicablediseasesand supportivesupervisionofsocialservicesprograms,conductedtoDHand. .... Health</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<p>CentresbyJune2023</p> <ul style="list-style-type: none"> <li>▪ Maternalmortalityratereducedfrom196/100,000to121/100,000bytheendofJun2023</li> <li>▪ Prevalencerateofmalaria casereducedfrom24%to20%bytheendofJune 2023</li> <li>▪ PrevalenceofeyediseasesamongOPDcasesreducedfrom2%to1%byJune2023</li> <li>▪ Familyplanningcommoditiesforimplementationoffamilyplanningactivitiestohardtoreach areasacquiredbyJune 2023</li> <li>▪ 170bloodunitsfromvoluntarynonremuneratedrepeatblooddonors(VNRDB)mobilizedand collectedbyJune 2023</li> <li>▪ ReferraltopatientswithconjunitalabnormalitiesfacilitatedbyJune2023</li> <li>▪ 514Advocacymeetingformaternalandprenataldeath(MPSR)guidelineconductedbyJune 2023</li> <li>▪ Translationofthelaws,policiesstrategiesandguidelinesofsectoralministriesdisseminated andsupportedbyJune 2023</li> <li>▪ AppropriateenvironmentforprivatehealthsectordevelopmentSupportedbyJune2023</li> <li>▪ HealthServicesintheDistrictCoordinatedbyJune2023</li> <li>▪ Health HumanResourceManagementSupportedbyJune 2023</li> </ul>		



OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<ul style="list-style-type: none"> <li>▪ Ensure the quality of service for Health and Social Welfare facilitated by June 2023</li> <li>▪ Quarterly regional maternal and prenatal death review meeting conducted by June 2023</li> <li>▪ Mentoring and supervision on petrography, PPH management, Eclampsia conducted to 33 health facilities by June 2023</li> <li>▪ Quarterly FP mobile clinic to 23 villages with no dispensaries by health care provider conducted by June 2023</li> <li>▪ 10 dozen of essential medicine for proper management of cancer complication procured by June 2023</li> <li>▪ Community sensitization on the use of mosquito nets, environmental sanitation on malaria day conducted by June 2023</li> <li>▪ Quarterly clinical mentoring of health care workers on treatment of severe malaria using artesunate at 29 health facilities conducted by June 2023</li> <li>▪ Community awareness on eye cleanliness and early treatment of eye disease increased from 85% to 97% by June 2023</li> <li>▪ Quarterly home visit to 50 MVCHomes for psychosocial management, support and protection conducted by June 2023</li> <li>▪ Supportive supervision in 35 HF conducted by June 2023</li> <li>▪ Outreach on mental illness to 5 ward of Mkundi, Maundo, Michenjele, Milongodi and</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<p>Kitama conducted by June 2023</p> <ul style="list-style-type: none"> <li>▪ (IMCI) mentorship to two health centres conducted by June 2023</li> <li>▪ Diabetic mellitus clinic at Mahuta health centre established by June 2023</li> <li>▪ Internal walkways within the DH constructed by June 2023</li> <li>▪ Relative hostel at Tandahimba district Completed by June 2023</li> <li>▪ Dispensary at Mnazi - Mmoja, Chikongo, Mambamba Completed by June 2023</li> <li>▪ Dispensary at Milidu Constructed by June 2023</li> <li>▪ Laundry at Namikupa and Mahuta health centre Constructed by June 2023</li> <li>▪ District Hospital Health Advisory Board established by June 2023</li> <li>▪ Expansion of health infrastructure and facilities in all Wards Supervised by June 2023</li> <li>▪ Hospital facilities and equipments procured by June 2023</li> <li>▪ Sports and games promotion facilitated by June 2023</li> <li>▪ Health funds from Government and Council own source allocated by June 2023</li> <li>▪ Donor grants mobilized by June 2023</li> <li>▪ Provision of technical support in the implementation of social services programs</li> <li>▪ Primary and Secondary schools enrolment increase from...to...by June 2023</li> <li>▪ STD Seven Pupils completion rate increased by...% by 2023</li> <li>▪ Local examination for Primary schools facilitated by June 2023</li> <li>▪ National examinations facilitated, managed and conducted annually by June 2023</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<ul style="list-style-type: none"> <li>▪ PSpassratein nationalexamsincreasedto...June by2023</li> <li>▪ Schools Grantsfacilitatedby June2023</li> <li>▪ TechnicalsupportandfacilitationofnationaltournamentsannuallytoSHIMIWI,UMITASHU TAand UMISETA byJune2023</li> <li>▪ District EducationOfficeRehabilitatedbyJune2023</li> <li>▪ 17 PS classroomsConstructedbyJune 2023</li> <li>▪ 115pitlatrinesfor117PS'sConstructedbyJune2023</li> <li>▪ 10classroomsconstructioncompletedbyJune2023</li> <li>▪ NationalexaminationsforOrdinaryandAdvancedlevelfacilitatedannuallybyJune2023</li> <li>▪ Secondaryschoolpassratein nationalexamsincreasedfrom 50%to90%June 2023</li> <li>▪ Laboratorieson28secondaryschools Constructed byJune 2023</li> <li>▪ 28staffhouseson 28secondaryschoolconstructed byJune 2023</li> <li>▪ 45classroomson 28secondaryschoolsconstructed byJune 2023</li> <li>▪ 100pitlatrineson28secondaryschoolsconstructedbyJune 2023</li> <li>▪ 5 HostelsconstructedbyJune2023</li> <li>▪ 10Administration blocksconstructedbyJune 2023</li> <li>▪ Safeandclean watersupplyservices maintained byJune 2023</li> <li>▪ Water andsanitationprojectsfunctionalinallWardsfacilitatedbyJune2023</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<ul style="list-style-type: none"> <li>▪ RainwaterharvestingtechniquesinallWardsfacilitatedand promotedbyJune2023</li> <li>▪ Wastedisposalmanagementin31wardsimproved byJune2023</li> <li>▪ Extensionsforwatersupplyinfrastructuresconstructionsimplementedby95%byJune 2023</li> <li>▪ WatersupplyinfrastructuresmaintainedandrehabilitatedbyJune2023</li> </ul>		
<b>F</b>	GoodGovernanceandadministrativeservices enhanced	<ul style="list-style-type: none"> <li>▪ 4000statutorymeetings(240district,620wardsand3140villages)byJune2023</li> <li>▪ 32districtpeaceandsecuritycommitteemeetingsconducted byJune2023</li> <li>▪ Public,financeandadministrativemattersatWards coordinatedbyJune2023</li> <li>▪ Government procurementproceduresimplementedbyJune2023</li> <li>▪ InternalauditandcontrolmechanismsstrengthenedbyJune202</li> <li>▪ 10CCMElectionManifestoimplementationreportspreparedbyJune2021</li> <li>▪ 40NationalEvents coordinatedbyJune2023</li> <li>▪ 10sensitizationsessionsonLabour laws organizedbyJune2023</li> </ul>		
<b>G</b>	Cross cutting issuesaddressedby June 2016	<ul style="list-style-type: none"> <li>▪ 24RapidVulnerabilityAssessmentonfoodsituationin31Wardsconducted</li> <li>▪ Localandtrans-boundarydiseasecontrolprogramscoordinated</li> <li>▪ Emergency preparedness and disaster response management coordinated in DC and31Wards</li> <li>▪ Environmentalandsocialimpactassessmentofdevelopmentprojectsconductedin 31Wards</li> </ul>		

OBJECTIVE CODE	OBJECTIVES	TARGET	TIMEFRAME	RESIPONSIBLE PERSON
		<ul style="list-style-type: none"> <li>▪ Genderandyouthissuesmainstreamedindevelopmentprogrammes</li> <li>▪ Technicalsupporttothe31Wards onenvironmentalmanagementprovided</li> <li>▪ VulnerablegroupsinallWardsIdentified andsupported</li> <li>▪ 157environmentalgroups createdto157villages</li> <li>▪ Environmentalconservation improvedfrom40%to 60%</li> <li>▪ 5environmentalImpactAssessmentto Localprojectconducted</li> <li>▪ Number oftree nurseriesincreased</li> <li>▪ Knowledgeofdisasterpreparednessandmanagementprovidedto60environmentalmana gementcommittee</li> <li>▪ 2gardensatheadquarteroffice established</li> <li>▪ Increasedadoptionof safersexual behaviors andreductionofrisktaking behaviors</li> <li>▪ Strengthenedandsustainableenablingenvironmentthatmitigatesunderlyingfactorsthatdr ive theHIV epidemic</li> <li>▪ StrengthenedcoordinationofHIVprevention programsandresources</li> <li>▪ Poorhouseholdsandvulnerableaccessbasicneeds</li> </ul>		