

EXECUTIVE SUMMARY

The local Government system in Tanzania was established under the Constitution of the Republic of Tanzania of 1977 under section 145 and 146. Ulanga district council like any other Council in Tanzania operates with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government act No. 7 of 1982. The council is given wide-ranging functions in the acts that established local government which include: to maintain and facilitate the maintenance of peace, order and good governance in there are of jurisdiction. To promote the social welfare and economic well-being of all persons within its area of jurisdiction; subject to the national policy and plans for te rural and urban development, to further the social and economic development of its area of jurisdiction.

The importance of having in place a strategic plan is well documented. This document assists organizations to have a systematic decision making process because it enables to direct efforts on important issues which have been given priority with her stakeholders. It suffice to say here that strategic plan provides a general framework for actions, a way to determine priorities, make wise choices and allocate organization's scarce resources to achieve upon agreed objectives.

In fulfilling the Ulanga district council's functions as summarized in section 111 of the local government (District Authorities) Act of 1982, the district came up with a Vision which state "Ulanga District Council aspire to deliver high quality services to its community for sustainable development by the year 2025" and the Mission which states "Ulanga District Council intend to provide high quality services to its community through effective and efficient utilization of the available resources by adhering principles of good governance for sustainable development" In achieving these Vision and Mission the district Council has adopted generic objectives which include: Improved services and reduced HIV/AIDS infections, increased quantity and quality of social services and infrastructure. Improved access, quality and equitable social services delivery. Enhanced, sustained and effective implementation of the National Anti-corruption strategy. Enhanced good governance and administrative services, improved emergence preparedness and disaster management. Improved social welfare, gender and community empowerment, quality and quantity of economic services and infrastructure improved, Natural Resource and environment improved. This means that all departments; sections and units will be striving to achieve the Council's Vision through specific targets and strategies which will be aiming to achieve one or more strategic objectives.

STATEMENT FROM THE COUNCIL'S CHAIRMAN

I would like to take this opportunity to express my sincere thanks from my heart, first and foremost to the community members, development stakeholders, council's technical team, and all leaders at all levels for their fully participation preparing this five years Council strategic plan.

I also express my gratitude to thank all stakeholders who positively participated in the implementation of the last three years plan (2008/9-2010/11). It is my expectation that the same collaboration spirit you will be brought by Ulanga people in collaboration with other development supporters. showed in implementing i the last three years strategic plan will be maintained in the coming five years Council strategic plan 2013/14-2017/18. I also thank the District Council Management Team for organizing well the plans from the lower levels, which ultimately contributed to realization of this plan and budget. Moreover, I also take this opportunity to remind councilors to sensitize community on implementation of the plan in their respective area and call upon all Ulanga citizens who are physically and mentally fit to actively participate in implementation of this plan. I remind Ulanga community members to work hard for their own development as development changes will be brought by Ulanga people in collaboration with other development supported. So every development stakeholders should continue to play her/his party so as to attain the desired development. It is my hope that the District community, leaders and council staff will continue with the spirit to working together so as to make this five year plan and budget achievable.

F.F, LILONGELI

COUNCIL CHAIRPERSON

ULANG DISTRICT COUNCIL

STATEMENT FROM THE COUNCIL'S DIRECTOR

I have the honor to present the Ulanga District Council five year strategic plan (2014-2018) that has been prepared through participatory approach whereby all stakeholders from hamlets, villages, wards and Council levels were involved so as to enhanced and cement the sense of ownership.

It is my expectation that by implementing the five year strategic plan by involving all stakeholders the following objectives would be achieved

- People would be economically empowered through improved extension both social and economic services and facilities.
- Accountability and good governance would be improved through creation of community's participation, creating conducive environment for growth of public and private sectors, transparency and accountability.
- Improved quality of life through improvement of infrastructures, social services delivery and modernization through participatory approach.

I take this opportunity to call stakeholders to increase cooperation and that together will ensure success in implementing this plan. It sit e expectations of the Council, that implementation of this strategic plan through participatory approach will accelerate positive and viewable development changes to people's life in Ulanga District Council.

Areas that have paid attention in this plan include completion of the ongoing projects, improvement of accessibility and availability of social services (Health, water, education). Increase of agriculture/livestock productivity, good governances and improvement of transportation system.

ISABELLA D. CHILUMBA
DISTRICT EXECUTIVE DIRECTOR
ULANGA DISTRICT COUNCIL

CHAPTER ONE

BACKGROUND INFORMATION

1.0 Introduction

Ulanga district Council is among of 7 district councils of Morogoro region. Other district councils includes: Kilombero, Kilosa, Mvomero, Morogoro Rural, Gairo and Morogoro Municipal. The Ulanga district council was established in 1984. The Ulanga District has a certificate of establishment under the terms of the provisions of sections 8 & 9 of the Local Government (District Authorities) Act 7,1982.It is the largest district of Morogoro region.

1.2 Location and boundaries

Ulanga District is located in the South West of Morogoro region. The district has 7 divisions, 31 wards,91 villages and 374 hamlets. The district's headquarter is Mahenge which is 312 km from Morogoro town. In the East it borders with Rufiji District in Coast region while in the Southwest it borders with Namtumbo district in Ruvuma region. In the north it is bordered by Kilombero district. The district area covers 24,560 sq km. However, 75 % of the area is designated as game sanctuary (Selous Game Reserve and Kilombero Controlled Area).

Under the Indian Ocean climatic regime, the climate is oceanic with oceanic/continental temperatures. Generally the District experiences a bi-modal rainfall pattern with long rains between March and May and short rains between November and January. The average annual rainfall varies between 80mm and 1600mm every year. The daytime temperature ranges from 18 o c min (July) to 26 oc max (November). The district has four Agro-Ecological zones which are highlands, lowlands and flat surfaces, Sub Mountain and mountain.

1.3 Population Size and Growth

According to Tanzania population and housing census 2012, the district has a total population of 265,203 people (131,562 men and 133,641 female). The annual population growth is 2.4% and the average household size being 4.3. The population of children age from 0-4 which is (40,476) is higher than the other age groups, However, the age 80+group of which is (1,160) more less than the other age groups remaining, that means the population is higher when the age is smaller and the verse versa.

1.4 Physical features

Large part of the forest is wilderness comprising of primary sub montage forests with some rocky outcrops and rocky vegetation, sub montage dry grasslands and sub montage wetland. Grasslands occur on the edges of the most reserves with wetland areas throughout the forests. Vegetation cover is river line lowland and semi-evergreen drier lowland. Altitude range from 500-900m. The Kilombero river valley is the largest wetland in the district currently designated wetland reserve. It serves two districts Kilombero and Ulanga

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT

2.1 OVERVIEW

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

This chapter therefore, presents the features of existing internal and external environment which have a bearing to the operations of the Ulanga District Council. The analysis of internal environment dwells on analysis of the current situation including achievements that have been made by the Council during the implementation of the previous three Years Strategic Plan as well as constraints faced during the Implementation of that plan while the analysis of external environment covers overviews of international initiatives, national policies and strategies that have a bearing on operational of the Council. The chapter winds up with a summary of strengths, weaknesses, opportunities and challenges based on the analysis of the internal and external environments.

2.2 Analysis of internal environment

2.2.1 Planning Statistics and Monitoring

Planning Statistics and monitoring department is among of te departments of Ulanga District council forming a technical team and think tankers of the district. The department was designed with the objective of facilitating the local community to identify problems, develop ideas, plan, budget, implement and monitor development of the district. The core function of the Department of Planning statistics and Monitoring is to coordinate all district development activities in order to ensure unified implementation based on prioritization and allocation of resources of sectors for development purpose. Other functions includes coordinating, monitoring, reviewing and evaluating various development projects in the council, coordinate development plans, data collection and statistical analysis, planning, implementation, monitoring and evaluation of various district\s economic venture. Planning, statistics and Monitoring Department is made up of three Units /sections which include Planning, Monitoring and statistics Unit. The department has 6 staffs whereby there is: 1 Head of department, 1 Principal economist, 1 Economist 1, economist II, 1 Document Typist and 1 statistician II. The department is challenged by shortage of 2 staff, whereby there is no senior economist and Office Attendants this bring some difficulties on the day to day operationalisation of day to day activities. Moreover, the department is facing insufficient government budget required for implementing development

projects, untimely/disbursement of fund from central Government and donors/Development partners.

2.2.2. Human Resource and Administration

Administration and human resource department is an old department of Ulanga District Council. The main function of the department is to administer administration and management of human resource in the council. Since the department is an overall in charge of human resources in the district it provides the total number of employee in the district is 130. The district has 58 Village es(. The mentioned number is not enough because at least one village needs one VEO also in one ward there is a need of one WEO in order to ensure effective on service delivery at local level. However, in total number of stall required in the district 174 staff.

Despite the achievements made which includes: an updated human resource information system has been formulated and good governance practices have been monitored at all levels. Utilization of information system has been put in place. Staffing functions, including recruitment exercise and capacity building programmed were carried out as planned. However, the department is facing different problems which includes: Inadequate number of qualified staff, Low council income has necessitated a high dependency on grants from the central government and development partners, inadequate working facilities, Inadequate skills of project implementation management in some sectors, lack of community awareness on community participation based projects, poor interdepartmental networking, some planned activities were not realistic and results oriented, lack of customer service awareness by employees, lack of awareness of employees rights due to non existence of workers council, low performance to some of the council staff, lack of knowledge on preparing and use of bylaws, lack of office room for some of departments, lack of security knowledge to the council watchmen, inaccurate, incomplete and unreliable data poor data management, poor information system and poor adherence to the training needs assessment.

2.2.3 Agriculture, Irrigation and Cooperatives

2.2.3.1 Agriculture

Agriculture is among of the major economic activities in Ulanga District. The industry serves 90% of the District population in income generation for running then day to day activities. However, majority of the population (about 90%) depends mainly on traditional rain fed subsistence agriculture. Therefore, the role of the department is to support farmers to increase productivity and food security and improve their standard of living. This is accomplished through:

- a) Strengthening human capacities to plan and implement community agricultural development initiative at village level.

- b) Promoting integrated and sustainable use and management of natural resources through adoption of improved technologies to increase agricultural productivity and production and
- c) Enhancement of private sector participation in provision of agricultural based services to rural communities.

The department has three sections namely. Crop production, irrigation and cooperative. The department needs a total of 109 staff, but the actual disposition is only 55 personnel leaving the deficit of 54 personnel as shown in table below.

Table 1: Number of staff in agriculture irrigation and Cooperatives by 2013

S/N	Details	Title as per structure	Requirement	Available	Discrepancy
1	DAICO		1	1	0
2	DAEO		1	1	0
3	Statistics	PAFO-AO	2	1	1
4	Irrigation	Agriculture Engineer	1	0	1
		Agro technicians	2	1	1
5	Agriculture implements		1	1	0
6	Crops Officer	AO-PAO	1	1	0
7	Plant Protection Officer	AO-PAO	1	1	0
8	Garden Officer	AO-PAO	1	1	0
9	Nutrition Officer	AO-PAO	1	1	0
10	Agriculture Inputs Officer	AFO-AO	2	0	2
11	Co-operative Officer	CO II-PCO I	4	3	1
12	Ward Extension Officer	AO-PAO	31	31	0
13	Village Extension Officer	AO-PAO	60	12	48
	Total		109	55	54

Source: Ulanga District Council 2013

The department strives to improve service delivery to the community by providing is staff with houses and transport facilities especially those working in remote areas. Te department needs 9 staff houses, 38 motorcycles and 1 vehicle but, currently it has 3 staff houses and 12 motorcycles. In turn, this has a negative effect on the frequency of contracting (visiting) farmers.

Table 2: Number of facilities

S/No	Facility	Requirement	Available	Discrepancy
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1	Staff houses	9	3	6
2	Motorcycle	38	12	26
3	Vehicle	1	0	1

Source: Ulanga District Council 2013

The level of agro-mechanization in the district has been increasing with time. This could be due to the effort made by the Council management to support the community to invest in farm machineries. Currently, there are 112 tractors, 96 power tillers and 1,595 Ox-ploughs as compared to 29 tractors, 2 power tillers and 106 in the year 2007. In turn, this has resulted to increased area under cultivation from 40,020.8 ha in the year 2010 to 89,723 ha in the year 2013. Similarly, production of cereal crops (Paddy and maize) has increased from 145,415.2 tons in year 2007/2008 to 338, 402 tons in year 2012/2013. However, the district is lagging behind in the area of agro-processing as the result large proportion of agricultural produce is sold raw hence, low market price. Currently, there is only one modern rice processing plant in the District which is located at Lupiro. Therefore, this highlights the need to create conducive environment to attract investors to invest in modern harvesting machines such as combine harvesters and rice processing plants.

Ulanga District is divided in three agro-ecological zones namely; lowland agro-ecological zone, mid agro-ecological zone and highland agro-ecological zone. Land degradation and is a common practice in most areas of mid and highland agro-ecological zones. Large proportion (over 95%) of the population in these areas gains their livelihood from subsistence agriculture. However, there is drastic declining of food production (Paddy and maize being the major crops) with time due to soil fertility depletion. This is due to unsustainable production systems i.e continuous shifting cultivation characterized by severe soil erosions. Therefore, soil in these agro-ecological zones are subjected to continues nutrient mining without sufficient external input for soil fertility replenishment; hence, production takes place at the expense of natural soil participatory land use management and disseminate suitable soil conservation practices for increased food production and sustainable income.

2.2.3.1 Irrigation

Ulanga district has eight potential areas for irrigation agriculture still; most farmers (about 90%) depend mainly on traditional rain fed subsistence agriculture. Only 1,200 hectares are irrigated (improved and traditional irrigation schemes). This implies that much effort needs to be done to rehabilitate and improve existing irrigation schemes and the development of new schemes which will enhance crop productivity and profitability to ensure poverty alleviation to the community. Currently, the district is constructing three large schemes namely; Euga, Alabama and Minepa which will bring more area (about 2,040 hectares) under irrigation. Also, the district has conducted feasibility studies for the construction of new irrigation schemes at Lupiro and Lukande villages which will bring another 2,800 hectares under irrigation.

Most farmers in Ulanga district have been involved in the production of annual (seasonal) crops for a quite long time. In turn, this contributes to unsatisfactory food production during bad years since these crops are prone to unreliable weather conditions especially unpredictable floods, droughts, and late onset of short rains (Vuli). Therefore, the Council strives to support its people to grow perennial cash crops in order to increase and sustain income. Currently, the district has supported farmers to grow cocoa which is a new crop to our area. A total of 46,094 seedlings were raised and distributed to farmers free of charge and transplanted to 171 hectares. Similarly, the District has supported farmers to improve cashew nut production in low land agro ecological zones (Mwaya, Lupiro, Mtimbira and Malinyi division). The District purchased 440 kg of cashew nut seeds and 2,000 seedlings and distributed to farmers which in turn enable them to establish 477 hectares. Also, the District has supported farmers to rejuvenate 5,400 old cashew nut trees by providing them with 10 motorized blowers and 300 litres of pesticides (Fungicides and insecticides). The demand for cocoa seedlings and attention to sustain the program.

2.2.3.3 Cooperatives

On the other hand, much effort has been made to support farmers to start and strengthen cooperative societies throughout the District. Currently, there are 20 AMCOS and 57 SACCOS in the District of which some have become financially strong and decided to venture in running warehouse receipt system. District has supported 11 cooperative societies to acquire loans amounting to Tshs. 3,551,750.000 from CRDB, SELF and pride (T) Ltd. In turn, this has contributed to improved crops market especially paddy and maize. However, shortage of modern warehouse facilities in most areas hinders the expansion of the system. Therefore, this calls for the need to invest in construction of more storage facilities.

2.2.4 Livestock and Fisheries

Livestock and fisheries is a new department which was formed after disaggregating the department of Agriculture, Livestock and Cooperative. The department of livestock and fisheries has two main units which are Livestock and fisheries. The main function of the department is to deliver extension services through conducting training on animal husbandry and fisheries, conducting animal treatments and vaccination. All these tasks intend to ensure high quality and quantity of animal and fish products for enhancing food security.

In relation to staffing, the department has 32 staff for livestock unit working throughout the district. However, the mentioned number is not enough because it is required that at least 1 extension officer is needed for each ward, and for the bigger wards 2 extension officers are required to ensure effectiveness on service delivery. For fishery unit there are 4 staffs. Also the number is not enough compared to the requirement that at least are 7 certificate holders, 21 diploma holders, 4 B. Sc. Holders and 3 MSc. Holders. Due to continuous change of technologies, staff are required long and short courses in order to cope with the newly introduced technologies.

The working condition of the department is not conducive there are 3 room which are not enough to accommodate the number of staff. Also are not in good condition it requires improvement or to build a new office. There are 11 motorcycles which are used by extension officers to reach the scattered livestock keepers. However, the number of motorcycles is not enough compared to number of staff. Moreover, the department requires a vehicle for easy supportive supervision. There are 4 constructed staff house, but the number is not enough compared to the number of extension officers.

For the livestock infrastructures, there is 1 milk testing center at Vigoi division. However, there is a need of having milk collection centers to each ward to enhance safety to milk consumers, moreover, there are 7 dip tanks for dipping animals, unfortunately only 1 dip tank is functioning and 3 are beyond repair. Therefore, improving or constructing new ones is necessary for meeting the demand. There are 5 secondary livestock markets in Ulanga District Council. Among of them no one meets the standards of livestock market. Hence there is a need of improving them. The slaughter house/slabs, there is one slaughter house at Vigoi division. However, each ward should have 1 slaughter slab for the purpose of providing safe meat to consumers taking into account on meat hygiene.

Water availability, there are only 5 grazing areas that have permanent source of water for livestock. The remaining grazing areas have no permanent water source for livestock due to the fact that most of the water sources remained in the Kilombero conservation area in which no human activities are not allowed. Hence, there is a need constructing animal water troughs to rescue the situation. On availability of pastures, there are natural pastures which contain low nutritive values which result into poor performance of livestock =. So there is a need to introduce improved pasture seeds to improve animal performance in terms of growth and milk production. On animal vaccines facilities; there are 2 deep freezers for storing vaccines, but are not enough and each ward should have one slam deep freezer for storing vaccine so as to bring closer the vaccination service.

On the case of animal performance, the indigenous cattle accounts to 95% of cattle population in the district. Their performance in milk and meat production is low per cow. Average production is 3 liters per day and live weight ranging from 100-150kg. It is necessary to introduce improved breeds either through purchase of bulls or use of Artificial insemination.

Conflicts between livestock keepers with other land users, in Ulanga District Council there are three potential conflicts, Livestock keepers with Ramseur site management, Livestock keepers with crop farmers and Kilombero Ramseur site management with crop farmers. These conflicts were critical in 2012 whereby the new law of conservation area was put in place. It restricts any kind of human activity to take place in the area. Unfortunately, most of water sources for livestock remained on the side of conservation area. The scarcity of water forced farmers to take their animals into te conservation area 10 reduce the conflict, there is a need of establishing water infrastructures, improving pastures and sensitizing farmers to reduce the number of their demarcate grazing areas.

For Management of potential fishing areas. There is a high illegal fishing to potential fishing areas. This affects the future availability of fish because it kills wanted and unwanted size of fish. In order to address the situation we need to establish. Beach management units (BMU) for ensuring participatory management of those areas. Fish farming; there are 24 fish ponds in Ulanga District Council. The number has to be increased in order to ensure cheap availability of fish which are rich in protein, source of income and employment.

2.2.5 Health

The department of health is working hard to ensure that the district as a healthy society in terms of physical, mental and social wellbeing by providing preventive, curative, rehabilitative, preventive and palliative services for the development of national economy. Health department has 3 medical doctors, 13 assistant medical doctors, 60 clinical officers, 9 assistant clinical officer, 0 nursing officer and 65 nurses. The department is facing a big shortage of trained and skilled health workers in all cadres, thus we need to employ more trained and skilled health workers, establish staff retention mechanism and conduct capacity building through in-service training.

Health services are delivered through four levels that are; hospitals, health centers, dispensaries and community. For Hospital level, the council has two hospitals, one is owned by the government and other one is owned by voluntary agency. The government hospital is very old in terms of its buildings and medical equipment. It is one among of the ten hospitals which are under major rehabilitation nationwide. Currently, there is ongoing construction of hospital fence and pharmacy building. In future the council is planning to upgrade one health centre (Mtimbira) to provide services at hospital level. The voluntary Agency hospital (Lugala) has signed agreement with the council in order to deliver free services to pregnant mothers and under five children as per National health policy.

The council has 3 Government health centers (Mwaya, Lupiro and Mtimbira). All these facilities are situated about 40kms to the nearest hospital. Two of them (Mtimbira and Mwaya) are currently providing comprehensive emergency obstetric and neonatal care. The department is planning to upgrade Lupiro health centre policy, each ward is supposed to have one health center. Due to this, the council is aiming at constructing one health center in one remote ward (Ngoheranga) and upgrading one dispensary (Itete) which is under rehabilitation so that it can deliver health services at health center level.

The district has 36 dispensaries, of which 25 are owned by the Government, 10 by faith-based organization and one is private dispensary. Among these dispensaries, 11 (30%) need major rehabilitation. At the moment 2 dispensaries are at finishing stage (Isongo and Ngombo). In order to improve access to health services and meet the national standard, council will construct 4 dispensaries at Namhanga, Gombe, Epanko and Madabada villages and 6 staff quarters. Construction of more dispensaries will depend on the availability of fund.

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

Major health problems in the district include: malaria, Pneumonia, Acute respiratory infections, intestinal worms, gastrointestinal diseases, anemia, emergency surgical conditions, maternal and neonatal conditions, oral conditions epilepsy and neglected tropical diseases. Transport and communication infrastructure for health department is not conducive thus making it difficult to conduct routine supervision in all health facilities, difficulties in making referrals to patients, difficult in making outreach clinics and cascade supervision. Also the department is having poor health information system that hinders proper collection of data. The target for the coming years is to add more motorcycles and vehicles and strengthen data management system. Management of medical wastes is inadequate in many health facilities thus construction of modern incinerators, placenta pits and provision of facilities for infection prevention control will be considered. Immunization coverage in the district is about 97% and more effort should be done to raise or maintain the present immunization level reached.

People who need special care like elders, disabled and those who cannot afford costs of medical services are not well identified at community level and also proper management in our health facilities is not sufficient to them. Therefore the department is planning to facilitate recognition through their village leaders, locate special rooms and provision of adequate supplies for geriatric and vulnerable groups treatment. Medicines, medical supplies and other trace items are supplied at 70%. This is less than the required amount as per national standard which is 80%. Among the supplied percentage, 30% comes from MSD and 40% from other sources like Basket health fund and community health fund. In order to ensure sufficient supply, sensitization of community on CHF enrollment will be one of the department strategies.

2.2.6 Water

Water department is among of the council social services sectors responsible with the provision of basic water supply services for domestic and other uses as per Tanzania national water policy goals on providing clean and safe water to all citizens within 400m walking distance. It is implicit in the millennium goals (MDGs) of 2015 which require urban and rural citizens within 400m walking distance. It is implicit in the millennium goals (MDGs) of 2015 which require urban and rural citizens to be covered with clean and safe water supply up to 95% and 79% respectively and development vision of 2025 which requires coverage of 100% for urban and 90% for rural citizens. The broad objectives of the water sector being to improve health and alleviate poverty for the whole district population living in both urban and rural areas through

accesses to adequate clean , safe affordable and sustainable improved water supply and sanitation services.

The major function of the department includes; Provision of safe and clean water to the district communities through. Conducting survey for determination of quantity of water, construction of piped/pumped, water schemes, shallow wells and deep wells, supervision water supply construction infrastructures. Provide advisory services to community and other services providers. Another function is facilitation of the communities in a participatory way to identify, implement and manage sustainably their water supply facilities. Currently water supply in the district depends on surfaces and ground water sources for water supply which are small streams, shallow wells, ring and tube well fitted with hand pumps and from rivers tapped gravity water supply schemes. Currently there are 10 operational gravity water schemes, 523 shallow wells and 16m deep wells. These facilities provide water supply coverage of 71.3% for 189,256 people among of 265,203 of the population of Ulanga district residents.

Water department has a total of 14 staff of different disciplines whereby there is 1 Principle Engineer II, 1 Principle Technician, 1 Senior Technician, 1 Technician, 1 Technician II there is no water Engineer II. However, the department has the deficit of 4 staff. On working gears water department has 1 supervision car (4WD), 4 motorcycles, 1 set of surveying equipments, 1 drilling set for shallow wells, and water test kit for water quality analysis (minerals).

In the operationalization of its activities the department is hampered by different problems which include inadequate budget allocation for water projects and late release of fund from government and other development partners. Low management capacity o community water user entities to manage operations and maintenance of water supply scheme facilities. Declining water yield to the source of water due to climatic change and environment degradation which leads to the water streams and shallow wells to dry. Change of water quality of drilled shallow wells. Unsatisfactory performance of local contractors which leads on late completion of water supply projects. Poor contribution of community towards rising of operation and maintenance funds and lack o stockiest for water spare close to users.

2.2.7 Land and Na two sections namely land and natural resources.

Department of Land and Natural resources was formed after coining two separate departments namely land department and Natural Resources departments. Currently department has two sections namely land and natural resources. It has also seven sections namely; Land administration, Town Planning, Land surveying, Valuation, For

St, wildlife and Bee keeping. The major functions of department of land and Natural resources are; Land management and administration, Management of Natural Resources for sustainable utilization , Collection of revenue from land and natural resources Implementation of sector policies and laws (such as Land Policy of 1995 and Land act. No. 4 § 5 of 1999, National forest, Policy of 1998 and Forest act. No 14 of 2002, National Bee keeping Policy of 1998 and act No.

15 of 2002, Wildlife Policy of 2007 and wildlife Management Act No. 5 of 2009). With respect to land use, approximately 75% percent of the district area (24560km) is forests (Sali, Mhulu, Myowe, Mzelezi, Ligamba and Mahenge scarp, others are Nawenge and Nambiga)

The department has a total of 22 staff who include 1 Head of department (HOD), 1 District Land Officer DLO), (1 District Urban Planning (DUPO), 5 Forest Officer, 2 Assistant forest Officer, 4 Wildlife Officer, 4 Assistant Wildlife Officer and 2 Technician Land Surveyor. However the department is facing shortage of staff where there is no District Value (DV), district Land surveyor (DLS), Assistant Land Officer, document Typist, cartographer, Bee keeping Officer, assistant Be keeping Officer, for the case of working facilities the department has 12 Office Room, 3 Vehicle, 7 Motorbike, 6 Computer, 7 Printers, 1 set of survey Equipment, 14 table, 29 chairs and 10 Guns. The department has no be keeping equipments and most of he facilities are not enough to support the day to day activities.

2.2.8 Community Development

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

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Community Development is made up of four sub sections namely; research and Planning, gender and Development, women and Children, HIV/AIDs, Building Brigade, Youth, social Welfare, CSO's and TASAF, the following are the roles and functions of community Development department;

- To carry out research, sensitization aimed at recognizing and understanding abstract to community development through involvement of stakeholder in solving problem using available resources.
- Carrying out management education to the leader at village level.

- Encourage and advise on the establishment and management of economic groups of women and youth.
- Encourage the establishment and running day care centers for children for less than five years.
- Liaison and supervision with other stakeholders in the activities dealing with women, youth and vulnerable groups e.g. Orphans, handicapped, deal, aged people.
- To encourage the community in the establishment, training and management of village building brigades.
- TO put in place the mechanism of mobilizing revolving funds and provision of loans to groups.
- To collaborate with other stakeholder in sensitizing communities on prevention against HIV/AIDS.
- To work with other departments on mobilizing communities
- To encourage women and youth to establish the CBO, NGO groups ,SACCOS
- To provide continuous psychosocial support to families and people.

The department has 15 Community Development Officers (CDOs), 2 Social welfare Officer. Te department is facing shortage of 45 CDOs, 36 Social Welfare Officers and 2 Youth Officers. For the case of working facilities, Department office is in bad condition which requires rehabilitation or builds new one. Motorcycles and Motor vehicle, there are 2 old motorcycles which are used by community development officers in division level. The department requires at least 31 motorcycles and 1 vehicle for supportive supervision given the field nature of it. Staff houses; only 6 staffs are residing in council houses, 11 staffs are residing in renting houses. The staff education levels; there are 3 certificate holders, 2 Diploma holders, 1 postgraduate holder, 9 Bachelor Degree holders and 2 Master holders. Due to continue change of technologies staff is required long and short courses in order to cope with the new introduced technologies.

The HIV and AIDS prevalence rate in the district for the year 2009/2010 was 4.7% which decreased to 3.5% in the year 2012/2013. The challenge is to reach zero new infections, zero discrimination and zero death related to HIV. Ulanga District Council as 65 groups of community initiatives i.e. non-government organizations, Community based organizations, and faith based organizations. The main objectives of the initiatives were to assist government and people to improve the living standard in the social and economic activities.

The department is facing varies issue of major concern which include: Interdepartmental networking, some activities are being carried out by the respective parent departments without involvement of the women entrepreneurs seeking loans, increased number of OVC in the district, Extreme poverty among women and other marginalized groups. There's no mechanism designed by the community to support marginalized groups.

2.2.9 Primary Education

Ulanga District Council has 93 public Primary Schools. Where Enrolment for 2013 is 45,339pupols of which 22,770 are boys and 22,569 are girls. In these primary schools there are 89 pre-primary classrooms with a number of 6314 children (3167 boys and 3147 are girls) which makes a total number of 51,653 pupils of which boys are 25,937 and 25,716 are girls, for both primary and pre-primary pupils. Apart from pre-primary and primary school pupils also the council continue to implement compulsory and attendance for all school age children paying attention to the aspect of equality so as to ensure that orphans, vulnerable children (OVC), children with disabilities and those living far from schools and difficult to reach areas to enrolled, attend and complete primary education. Effort has been made by the council to establish Complementary Basic Education Training (COBET. A total of 1923 (1055 boys and 868 girls) have been identified for the year 2013. The Council aims at reducing the literacy level in the District so as to meet the MKUKUTA and Millennium Development Goal.

The department has 1084 number of staff among of which 1076 are teachers where as teachers in class are 1037 and 39 teachers are Ward Education Coordinators and teachers Resources Centre Coordinators in Various Wards and TRC'S infrastructure on teacher's houses, classrooms, pit latrines, desks and tables is shown in the table below.

No.	Type	Required	Available	Deficit	% Deficit
1	Classrooms	1133	660	473	42%
2	Teachers houses	1076	358	718	67%
3	Pit Latrines	2039	806	1233	60%
4	Desks	19623	11548	8075	41%
5	Tables	2341	985	1356	58%
6	Chairs	2531	1172	1359	54%

Source: Ulanga District Council, 2013.

The existing situation on school infrastructures shows that:

Classrooms pupil ratio is 1:78, Teachers' house ratio 1:3, Pit latrine pupil ratio is boys 1:28 and girls is 1:28, Teacher table ratio is 1:2 and Teacher chair ratio is 1:1.

2.2.10 Secondary Education

Ulanga District Council like other councils in the country has major role in providing secondary education in all levels (i.e. Ordinary and Advanced level) as well as technical and vocational training. The district has 32 secondary schools (Government and Private). Government secondary schools 26 out of which 25 being community day schools and the 1 boarding school, 6 non government secondary school where by 2 are seminary school while 4 are private schools owned by individual and religious organizations.

Enrollment and accesses to secondary education has been priority by the council prior to and since the inception of SEDP. In providing the high education, department establishes

complementary basic education. In 2013 a total of 3535 of students boys were selected of who 1779 were girls 1760 were boys. However, among of the selected pupils only 2476, boys 1273 and girls reported to the respective schools..

The department has 339 staffs of different academic qualification. This number shows that the council still has deficit to meet national standard.

In some areas there are parents who have low awareness towards education and shortage of finance. Efforts are ongoing to raise awareness of these few parents in order to make them aware of the importance of education for their children despite of their poor financial status. The department is facing inadequate number of qualified teachers and insufficient number of teacher's houses, table, chairs, classrooms dormitories, libraries, laboratories, toilets with full identification of children with disabilities.

For teacher's house. The department strives to improve working efficiency by providing teachers with houses, especially those working in remote areas. The department needs 325 teacher's houses but currently has 82 houses

s means that many teachers live outside the schools compound which has negative effect on the work efficiency. For classrooms, the good number of classrooms. Currently there are 411 classrooms leading behind the deficit of 12 classrooms only, therefore the council should continued to increase its effort to mobilize resources for construction of the remaining classrooms.

Administration blocks, Libraries, Laboratories dormitories Assembly Halls and Pit Latrines.Ulanga district council needs to increase its effort to construct the above mentioned facilities. According to the national standard the council is supposed to have 26,78,58,26 and 492 add Blocks, Libraries, laboratories dormitories, Assembly Halls and Pit latrines respectively. Currently it has 14, administration Blocks, 2 Libraries, 6 Laboratories, 9 Dormitories, 1 Assembly Halls and 239 Pit latrines. There it is a turn for the council to mobilize enough fund and other materials for the construction of the facilities in question. The table below shows the existing situation on secondary school infrastructure.

Table: 4 Secondary School's Infrastructure

No	Type	Required	Available	Deficit
1	Classrooms	423	411	12
2	Teachers houses	407	82	325
3	Pit- latrines	492	239	253
4	Add Blocks	26	14	12
5	Tables	10,726	8423	2385
6	Chairs	10,726	8423	2384
7	Libraries	26	2	24
8	Laboratories	78	6	72

9	Hostel/dormitories	58	9	49
10	Stories	56	13	43
11	Assembly Halls	26	1	25
12	Kitchens	26	1	25
13	Strong rooms	26	2	24

2.2.11 Works and Fire Rescue

The major role of the department of works and fire rescue is supervising, monitoring, directing and implementing the provision of good quality works and fire fighting services. Ulanga District Council has a total of 922.60 Km of roads out of this 424.50km are feeder roads, 279.55km are district roads, 218.50 km are feeder roads, 35 permanent bridges and 4 temporary bridges. The Works department planned to carry out routine maintenance 251.95 km of district roads were completed, 52.50 km of roads set out for periodic maintenance were maintained for 100%, 28.95 km of roads set out for Spot improvement were covered to 100%. Capacity building programme were also not implemented due to lack of financial resources. The department has three sections namely; Roads, Building and Mechanical. The department needs a total of 32 staff, but the actual disposition is only 27 leaving the deficit of 5 personnel. The department is facing the problems of inadequate participation of people in road maintenance activities as the main economic base unless they are paid, agricultural and social activities taking along the river streams and within the road reserves which is against the National Regulations, Many river streams cross the district roads due to hilly terrains and low lands, District position catch the attention of serious rainfall that leads to road damages, inadequate funds allocated to the district hence insufficient volume of road maintenance, inadequate skilled for fire rescue staffs and Lack of supervision and fire rescue facilities.

2.2.12 Election

Election is among of the new sections of Ulanga district council which is responsible in coordinating and supervising all works related with electorates in the district from local to National level. The key function of the section are: Advance planning of detailed arrangements of elections, To set up polling stations, Polling personnel & imparting training to polling personnel and various groups, Conducting Meeting with political parties for clarification of election procedure when needed. Setting up and ensuring control room for shortage of election equipments, Settlement and referring complaints related to elections and Determination of vacant post in and setting up strategies of refilling. Election section is facing different challenges which affect the operationalisation of its activities; there is no office allocated election duties, Lack of storage facilities for election material, Insufficiency knowledge on election procedures and laws to election staff and supervisions and Loss of morale of electorates to participate in election.

2.2.13 Legal

The legal Unit in Ulanga District Council like other Legal Units in other council in Tanzania, is established by law and is bound and is of duty obliged to perform some core functions (main duties of making interpretation and ensuring accurate implementation of the prevailing Local Government Laws, Regulations. By-laws, standing Orders, and other Laws relevant to the council activities. The Unit is also responsible in dealing with all works of matters related with legal affairs which faces District Council daily. The basic functions of the unit are: Provide legal advice to District Executive Director on his/her daily activities. To prepare and process all by laws (including those from villages), Representing Council in various cases filed in Courts and in the Tribunals, Provide a free legal aid services on matters relating to serious legal issue to individuals who cannot pay for advocates. Te unit is facing shortage of funds run its activities during the whole financial year. Lack of secured and independent transport to enable unit to operates smoothly. Insufficient knowledge on various righ which belong to the civil servants, and lack of original copies of various documents which can be used in the court of laws.

2.2.14 Financial and Trade

Transactions and exchange of commodities is among of the key sectoral activities playing great role for sustainable development of the district. This transactions and exchange in te district is under the control of finance and Trade department. It is responsible for collection of council revenue for both Own source and Government Grant, payments of all District Council to the different payees, safe guards of all Council property including fixed assets. Also it is responsible for oligations and prepares all required clean financial statements. It is the one which makes sure that the Revenue and payments goes as personal emoluments and developments grant, also receiving grants from other donors for development activities. This department processes all payments for council's financial obligations and prepares all required clean financial statements. It is the one which makes sure that te Revenues and payments goes as per approved budget that means the finance and trade sector take control of the council budget and leading in preparation of the Council's Budget.

2.2.15 Information Technology and Mass Communication

Information Technology and Mass Communication Unit is a new unit which was established on 08, June 2011 after Prime Minister's Office made changes of structure by increasing Local Government's Units from four to six. The main functions of the unit are to deliver, correct and timely information concerning Ulanga District Council and provide ICT Technical supports to District Council's staffs. The ICI Unit has 2 permanent employed and 6 contracted employees making a total of 8 staffs. This number of staff is not enough because at least 3 ICT staffs needed to maintain information Management Systems (LAWSON, PLANREP, LIGHRIS and EPICOR) and to provide ICT Technical supports. Also at least 10 information Officers are needed which includes; Public relations, Radio Presenters and Journalists to maintain Radio Broadcasting and mass communication activities. For Unit offices, there are 2 rooms which are not enough to accommodate the number of staffs and are small there is a need to have good and big rooms to accommodate all staffs. There are no any motorcycles to simplify mobility of

working staff, there is a need to have at least one motorcycle which will help in during finding stories for radio broad casting.

2.2.16 Internal Audit

According to section 45 *1(of the Local Government Act No. 9 of 1982, requires the accounts of every Local Government Authorities to be audited by the Internal Auditors. The statutory duties of the Tanzania Internal Audit service are defined in Public Finance Regulation 34. (1), 2004 and Local Authority Financial Memorandum *revised edition June, 2004). Internal audit is a part of internal control system established by Management. Internal auditors assist management by ensuring the adequate financial and management controls have been implemented and are operating effectively or by identifying the weaknesses in such a system and making recommendations toward their improvement that include among the others; with internal audit, errors are more likely to be discovered in their early stages. Internal Auditor is also reviewing cost benefit analysis, resources utilization and their proper deployment and effectiveness of management decisions.

The internal auditor is often described as the organization critical friend, the independent advisor who can challenge current practice, champion best practice and be a catalyst for improvement, with the objective of ensuring that the organization as a whole can achieve its strategic objectives internal auditors are responsible for the following:

- ***Evaluating controls and advising management at all levels.***

Assessing the tone and risk management culture of the organization as well as evaluating and reporting on the effectiveness and efficiency of the implementation management policies.

- ***Evaluating risk***

Internal auditors identify key activities and relevant risk factors and assess their significance. The techniques of internal auditing have changed from a reactive, control-based form to a more proactive, and risk based approach.

- ***Analyzing operations and confirming information***

Internal auditor works closely with the managers to review operations then reports their findings.

- ***Reviewing compliance***

Compliance review ensures that the organization is adhering to rules, regulations and laws, codes of practice, guidelines and principles as they apply individually and collectively to all parts of their organization. Currently Ulanga District Council has only two auditors out of five auditors as required by PFA and LGAs Finance Act No. 9 of 1984 as revised in 2000. In terms of

facilities, the Internal Audit department is well equipped with necessary facilities for carrying their daily routine.

The main purpose of Internal auditor is the hand what elthe public perceives p management to achieve its objectives hence turning their vision into reality but due to the increase of size of business and operations, the scope of Internal audit has also widened. Now, internal audit is no more concerned with only verification of financial records, calculations and clerical operational functions on behalf of top management but also operating auditing. However, the Local Government finances act. No. 9 of 1982 required the accounts of every district councils (DC) and urban councils (UC) to be audited internally by internal auditor employed by the authority concerned. However, there a number of setbacks affecting the operationalisation of its functions witch includes;

- Expectation gaps i.e the different between what the public perceives and what the profession perceives to be the roles of the internal auditor.
- Negative view by junior and middle managers since senior and heads of departments seemed to be satisfied with the standards of Internal auditor (IA) and IA reporting within their organizations. By contrast, junior and middle managers view IA activities much more negatively.
- Lack of enough funds to facilitate effective audit activities, which has often been attributed to the major problem that had hindered effective and successful execution and completion of many public projects at the lower level (village level). However, experience has shown the contrary that poor finance management, rather than inadequate finance is the bane of local government inability to achieve substantial development in their domain.

2.2.17 Procurement Management Unit

Procurement Unit Management was established by Public Procurement Act of 2004 and its Regulations of 2005. In Ulanga District Council PMU Unit was established with full authority in sin 2009. Earlier before government directives the Unit was under Finance department.

The main functions of Procurement Management Unit are:-

- Manage all procurement and disposal by tender activities the procuring entity except adjudication and the award of contract.
- Support the function of the tender board.
- Implement the decisions of the tender board
- Act as secretarial to the tender board
- Plan the procurement and disposal by tender activities of the procuring ently
- Recommend procurement and disposal by tender procedures.
- Prepare tendering documents
- Prepare contract documents
- Prepare advertisement of tender opportunities

- Check and prepare statement of requirements
- Issue approved contract documents
- Maintain a list or reports for the tender board
- Co-ordinate the procurement and disposal activities of all the departments of the procuring entity

Currently Ulanga District Council has six procurement staffs 1 with post graduate diploma, 2 with Bachelors degree, 1 with ordinary diploma, 2 with certificates.

2.2.18 clearing and environment

Environment sanitation is important aspect in prevention of communicable diseases for better living standard. With absence of diseases community will utilize more time in productive activities and improve their economical status at family level and national as a whole. Conservation of environment protects nature and healthier life for future generations. Department of cleansing and Environment is among of the new establishment departments in the year 2012. Its major functions include; solid and liquid waste management, occupational health, Food protection, vector control, public health education, environmental management, and public health laws enforcement. Currently, the environment within the council is being destructed by human activities like bricks making, farming, mining, car washing around water sources and construction of habitants. The existing habit of stone blasting in urban and rural areas creates nuisance and disturbance within the community and no Council bylaws which address this matter. According to the existing situation, major issues which need to be addressed within this planning period are staff recruited, provision of working tools, solid and liquid waste in the council is not proper. There is no standard site put aside for that purpose, which leads to indiscriminant disposal of refuse by using crude dumping methods. Households with improved toilets are 64% which is below the National target of 80% as analyzed in table below

Table: 5 Improved toilets coverage

Division	Total household	No households inspected	of Households with improved toilets facilities	Percentage
Malinyi	8114	5842	3037	52
Mtimbira	7978	5585	3228	56
Mwaya	10539	9169	5593	61
Vigoi	6737	6063	5032	83
Vigoi	9386	7790	5141	66
Total	42754	34449	22031	64

Source: Ulanga District Council, 2013

The department is facing a big shortage of working tools and skilled personnel. In rural villages, where most of people live there is no adequate staff to make close follow up and routine inspection of hazardous environment which can risk the well being of people. The department head office is located within the hospital campus which in other side hinders the smooth running to curative services .Only 10% of staff are available according to establishment.

Table 6: Number of staff in clearing and environment

No	Level	Carder	Required	available	Deficit
1	Administration	HOD	1	0	1
		EHO- Environmental Sanitation	1	0	0
		EO- Environmental Management	1	0	0
		P/S	1	0	0
		Office Attendant	1	0	0
		Driver	1	0	0
2	Ward	AEHO	31	12	19
		E0	31	0	31
3	Village	EHA	91	4	87
	Total		159	16	143

Source: Ulanga District Council, 2013

2.3 Analysis of External environment

The general external environment o the Council goes beyond the nation’s boundary to include the international environment. It is therefore important to review the external environment order to understand the contextual setting envisaged in formulating strategic objectives for council development for the next five years. This will enable te council to be responsive to the relevant and changing environment as well as the emanating complex and dynamic problems and challenges.g new methods of working under specified timeframe for delivery of the step change required. This comprehensive system of development implementation, described as a :

2.3.1 Big Result Now (BRN(initiatives

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

On 22 February, 2013, when the President Jakaya Kikwete formally launched a much-vaunted programme that's ostensibly intended to vault Tanzania over from its current least Developed Developing Country status (LDDC) to a middle –income nation-state by the year 2025. The initiative will eliminate the “culture of business as usual” and needless confidentiality amongst officials and officers serving the public that has hobbled effort to move Tanzania forward. If the country is to achieve a middle-income economy by 2025. It is essential that development planning no longer be a secret process for executives and that the public become actively engaged to learn about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance. “Development plans are no longer secret matters for the executives, but the public will be involved to learn about the development plans and share their views accordingly.

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

This is an important milestone for Tanzania that a format five Year Development Plan is being unveiled.

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

In this respect, the Plan indicates key functions and strategies for the public sector to implement in order to render the growth momentum possible. This is in recognition of the need to bring together stakeholders and mobilize the required resources and environment for sustainable use of the national resources for development. The Plan also provides insights into responses of the government to the increasing challenges of development, and outlines what it will take to succeed, and the expected outcomes in delivering sustainable development. It is the government's expectation that this plan will assist us to scale up the country's efforts of promoting socioeconomic development. The Plan is premised on the principles of accountability, credibility, integrity and effective resource utilization. In principle, the efforts capitalize on the idea that “business as usual” attitude will not surmount these challenges. To put these principles in practice, the plan has singled out key priority areas and identifies strategic interventions that will accelerate economic growth, create employment, and support industrialization efforts.

The FYDP implementation approach has been organized in such a manner that the Government will take the lead in mobilizing the resources, setting strategic interventions and specifying the activities to be undertaken; while development partners, private sector and other non-state actors will select the earmarked priority activities and thus invest strategically. In order to fulfill the activities outlined in the priority areas, the Plan identifies a range of strategic activities, the responsible organs and the cost of implementation amounting to Tshs. 37,152,488 million over the next five years; an average of Tss. 7,546,247 million per annum, of which Tshs. 2,415,000 million being mobilized annually by the Government for implementation of the plan. It is pertinent that domestic mobilization is heightened. IN recognition of challenges on resource mobilization, the Plan has zeroed in on a few areas of prioritization, of which their implementation will unleash the country's growth potentials. These are in areas of agriculture, industry, transport, energy, ICT and human resources.

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

2.3.3. The Tanzania National Development Vision (2025)

Tanzania envisions that by 2025 it will have attained a remarkable development from a least developed to a middle income country in the areas of high quality livelihood, Peace, stability and unity, Good governance, a well educated and learning society, and a competitive economy capable of producing sustainable growth and shared benefits these will produce sustainable growth. High quality Livelihood, ideally a nation's development should be people-centered, based on sustainable and shared growth and be free from abject poverty. For Tanzania, this development means that the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of social groups (men and women, boys and girls, the young and old and the able-bodied and disabled persons) in society. In particular, by the year 2025, racial and gender imbalances will have been redressed such that economic activities, will not be identifiable by gender or race. All social relations and processes which manifest and breed inequality, in all aspects of the society i.e law, politics, employment, education, culture), will have been reformed.

Peace, stability and Unity, A nation should enjoy peace, political stability, national unit and social cohesion in an environment of democracy and political and social tolerance. Although Tanzania has enjoyed national unity, peace and stability for a long time, these attributes must continue to be cultivated, nurtured and sustained as important pillars of the realization of the Vision. **Good Governance**, Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and public servants accountable. By 2025, good governance should have permeated the national socio-economic structure thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society. **A well Educated and Learning Society**, Tanzania envisages to be a nation whose people are ingrained with a developmental mindset and competitive spirit. These attributes are driven by education and knowledge and are critical in enabling the nation to effectively utilize knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally. Cognisant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

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

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

2.3.4 Tanzania Mini-Tiger plan

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

Basic Three stage Strategy: Accelerating to 8-10% annual growth includes: Build Special Economic Zones (EPZ) and Aggressively Promoting Most Promising Industries (Primary, Light Industry and Tourism) by use of well proven SEZ Concept (Ponds and Birds Theory), Quickly improve the National Balance Sheet by Expanding exports from \$1.0 billion to \$2-3 billion within 3-4 years by the using “Ponds and Birds” theory and then, expand badly needed public projects in power/ energy/ water/ transport sector by long-term borrowing from Multilateral and Bilateral development banks. The Ulunga District Council has a vast opportunity of an area of 24,560 sq km. of fertile that can be strategically invested through private public partnership to promote the economic growth of the nation.

2.3.5 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

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

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

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

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

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

2.3.7 Small and Medium Enterprise Development Policy 2002

In Tanzania the SME sector has been recognized as a significant sector in employment creation, income generation, and poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzania labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP are

lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This requires an all embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalize the sector to enable it to contribute to the objective of the National Development Vision 2025. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation. Central to all these strategies is the ultimate objective of attaining rural industrialization in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionizing the SME sector to make it sustainable agent of stimulation of growth of the economy.

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

The policy covers the following key areas: Reviewing and reconsidering public policies and regulations that discriminate against or hinder the start-up, survival,formulasation and growth of SME,Enhancing the growth of the sector, Identifying and assigning clear roles of key actors, Developing strategies that will facilitate provision of financial and non financial services to SMEs,Developing and institutionalizing public private partnerships for SME sector development. In achieving policy objectives the government will: Enhance implementation of programmes aimed at simplification and rationalization of procedures and regulations so as to encourage compliance and minimize transaction cost. Continue to improve the physical infrastructures and provision of utilities in collaborations with local Authorities, private sector and development through facilitating improved access of SMEs to financial and non-financial services, Enhance the capacity of institutions providing business training to SMEs,Facilitate and support programmes aimed at increased access of information pertinent to the development of SMEs,facilitate acquisition and adaptation of technologies as well as enhanced networking between R&D Institutions and SMEs in a bid to upgrade technologies so as to raise productivity and competitiveness of the sector, Be committed to facilitating support programmes aimed at improving SMEs'access to market. Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products and facilitate strengthening of institutions and associations supporting SME sector. Since industrialization in Ulanga District council is dominated by small scale industries it will contribute to the development of the district, the

district council has the role of coming up with strategic options of using the available opportunities provided by the government to enhance the capacity of SMEs in the district.

2.3.8 Local Government Reform Programme

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

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

2.3.9. Cooperatives Development Policy

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

2.3.10. The Millennium Development Goals (MDGs)

The millennium Development Goals (MDGs) are eight goals to be achieved by June 2015 that respond to the world's main development challenges. The MDGs are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations and signed by 147 heads of state and governments during the UN Millennium Summit in September 2000. The MDGs are global-level commitments on sustainable human development. The goals are very relevant to the core mission of the Council largely because they focus on extreme poverty

eradication, universal education, environmental sustainability, improvement of maternal health, combat HIV/AIDS, malaria and other diseases, improvement of access to clean and safe water strategic plan shall serve as one of the national vehicle to realizing the Goals as it also deserves the global and national support in that endeavour.

2.3.11 DFID's Anti-Corruption Strategy for Tanzania

The UK Government is committed to transparency, result and value for money. To make it easier for taxpayers and citizens in its partner countries to follow the money provided for development purpose. Over 80% of Tanzanians regard corruption as one of the main problems facing their country (DFID, 2013). Tanzania business identify corruption as the most problematic factor doing business. Tanzania ranks 102 out of 174 countries in Transparency international's Corruption Perceptions index (where 1st is least corrupt); this puts it ahead of most East Bank's countries but behind Rwanda and Ghana. The World Bank's Control of Corruption indicator suggests corruption has reduced since 1996 but that progress has stagnated in recent years 5. DFID Tanzania's budget is \$520 million between 2012/13 and 2014/15. DFID uses a variety of channels and partners. The funding channels chosen are based on through analysis of whichever is judged to achieve the best results. Funding is provided in the following ways.

General Budget Support and other financial aid to the Government of Tanzania (65% in 2013/13). Budget Support gives the Government the means and incentive to build its capacity to manage its own development programmes for its own people. Support to the Government can be an effective channel to improve delivery of services such as education and health, as the government can reach a wider range of people than other organizations. Non-Governmental Organizations (NGOs), International Organizations and others (20%). These organizations advocate for reforms and work with communities to improve livelihoods, manage local resources and demand better services from their local governments. For example DFID Tanzania supports the NGO Twaweza, which amongst other activities has monitored central government funds reaching secondary schools. This helped the level of funding increase twentyfold in one year. Commercial service Providers (15%)n which manage programmes which have a large number of implementing partners or which involve risk sharing with the private sector. These are experts contracted following rigorous and transparent international competitive tendering. They provide dedicated specialist expertise local and international that would otherwise be unavailable to either the Government or DFID.

In Tanzania, DFID will continue to ensure integrity and value for money through the above, and in areas such as: Carrying out additional cross-cutting analysis of corruption and fraud risks relating to every programme in the DFID Tanzania portfolio, taking into account the specific sector, the partners involved and the way in which the programmes, including where there are no specific suspicions of aid misuse. Using management agents to monitor high risk programmes. For example, as part of DFID's Accountability in Tanzania programme, a managing agent has helped civil society organizations make significant improvements in the robustness of their financial systems. Introducing specific measures to mitigate corruption in high-risk

programmes. Measures will vary according to the risks involved. The Ulang District Council is obliged to obey the anticorruption strategies to enhance.

Transparency, result and value for money which will demonstrate sustainable development of the district.

CHAPTER THREE

3.0 STAKEHOLDERS ANALYSIS, SWOC ANALYSIS, CORE VALUES AND FUNCTIONS OF UDC

3.1 Stakeholders Analysis

Stakeholders analysis for Ulang District Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). However, a basic premise behind stakeholder analysis in Tarime Town Council was that different groups have different concerns, capacities and interests, and this need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. The key questions asked during stakeholder analysis were therefore whose problems or opportunities are we analyzing? and who will benefit or lose-out, and how, from a proposed strategic plan intervention? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries, and minimize its potential negative impacts (including stakeholder conflicts). The summary results for stakeholders analysis is presented in table 7 below.

Table: 7 Stakeholders Analysis Matrix

S/No	Stakeholders	Characteristics	Activities/interests
1	Community members	Small scale farmers, beneficiaries, active in implementation of development activities, low income earners, mostly women headed	Small scale farming, mining, livestock keepers, fishing, small business and government, employee.
2	Financial institutions (NMB,CRB, FAIDIKA, Blue Finance	Financial institution, public private partnership, profit oriented, huge capital	Provision of loan, saving, supporting, provision of social services.
3	SOLIDERMED	Non profit oriented	Support social services
4		Religion institution	Support social services
5	Diocese of Mahenge	Religion institution	Support social services
6	KVTC	A private company, profit oriented, huge capital	Tree plantation, provision of fund to the community development activities
7	WAJIBIKA	Non profit oriented	Capacity building
8	CARITAS	Religion institution, non profit organisation	Support social services
9	GICA	International argent, huge capital,no profit oriented	Capacity building, support social services
10	BITIC	International argent, no profit oriented	Capacity building support natural resources conservation
11	Ifakara Health Institute	Research institution, international institution	Conduct research on and training on health
12	European Union	International argent, huge capital	Capacity building road construction
13	TUNAJALI	Non profit oriented	HIV Training and control
14	World lank foundation	International governmental Organisation, non profit oriented	Capacity building in health, training to the health workers, maternal death, provision of health facilities
15	Agriculture and Research Institute	Government institution	Training and research on livestock
16	World Bank	International Orgnisation	Support water services, education
17	BBC	International Orgnisation	Capacity building on

			HIV, provision of grants, awareness creation
18	TACAIDs	Government agent	Capacity building on HIV, provision of grants, awareness creation
19	Mustafa Sabodo Company	Private company, profit oriented	Provision of water services
20	Central government	Government	Provide development grant, capacity building to the public workers, and provision of social services
21	TLB	NGOs, nonprofit oriented	Provide scholarship to the blind people and capacity building
22	Political parties	Political affiliation	Provision of civically education, awareness creation, management of development project
23	Marie stopes	Non governmental Organisation	Family planning
24	PAMOJA TUWALEE	Non profit organization	Support of orphans
25	TANESCO	Government agent	Provision of electricity services
26	Postal	Government agent	Posting services
27	Mahenge Water Authority	Government agent	Management of water services
28	Traditional healers	Private	Provide traditional cure
29	Hunting company	Profit oriented private	Support social service
30	Benjamin Mkapa foundation	Non profit oriented	Provision of health services and construction of health workers house

3.2 Strengths, weaknesses, Opportunities and Challenges (SWOC) Analysis

In achieving the Ulanga District Council's development vision the Council must strive to utilize its existing strength and Opportunities to eradicate its Weakness and challenges. However, based on the analysis of the internal and external environment in chapter two, the following is a

summary of strengths, weakness, Opportunities and challenges that Ulanga District Council has to address and exploit.

Strength

- Availability of Trained and Skilled Staff
- A legal entity established on the basis of the Constitution of the United Republic of Tanzania
- Well defined organization structure with good chain of command and feedback
- Available competent management team
- Presence of council by laws
- Good collaboration between councils staff
- Effective administration system and good leadership
- Existing of training institutions with good relationship with the council
- Availability of peace and security to people and their properties
- Good relationships with the existing stakeholders
- Availability of Trainable technical staff in their respective fields
- Planning and management procedures, regulations and guidelines are available

Weaknesses

- Poor participation (in kind and cash contribution) of some Community members on self reliance projects
- Unfiled posts of Heads of Department
- Shortage of qualified staff
- Weak coordination of donors/development partners
- Un-conducive working environment at ward and village level
- Inadequate staff at lower levels
- Ineffective mobilization of fund from different sources
- Policies and strategies have not been disseminated and understood by stakeholders
- Less utilization of council's natural endowments
- Inadequate skills to the community to utilize available resources
- Inadequate number of laws and by-laws
- Inadequate data collection
- Slow adoption of changes in technology
- Existence of corruption
- Poor maintenance of infrastructure

Opportunities

- Arable and fertile land suitable for crops production
- Existing and support from central government

- Conductive climate that allow crops production for two seasons yearly
- Ecotourism
- Availability of agro mechanization potentials
- Availability of minerals
- Rivers which flowing throughout the year
- Availability of different academic institutions
- Existing religious institutions with good relationship with the council
- Availability challenges
- of civil societies CBOs, NGOs, and FBOs

Challenges

- Uncontrolled weather condition
- Untimely release of funds from the central government and other development partners
- Uncontrolled continued inflation
- Poor infrastructure especially Region roads
- Unreliable power supply
- High rate of HIV/AIDs infections
- The district is mostly covered by forests reserve 75%, so sometimes wild animals enter into residential areas and causes destruction to both crops and properties.
- Inadequate working tools.
- Poor and unreliable market systems for agriculture and livestock products
- Contradicting policies and guidelines of different stakeholders
- Unfavorable condition of loans and grants

3.3 Core Values

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

- Any Ulanga district council's Councilor or staff shall participate fully in all Councils activities for the betterment of the Council.
- Any Ulanga District Councilor or staff shall abide to the requirements of his/her respective code of act No. 8 of 1982, section 20A of No. 10 of 1982, public service code of conducts and any other legislations which govern public service affairs

- Any Ulanga District Council’s Councilor or staff shall deliver their services to the community without any stigma to people living with HIV/AIDS and people with disabilities.
- Any Ulanga District Council’s Councilor or staff shall discharge his/her responsibilities efficiently, diligently with discipline and honesty.
- A Ulanga district Council’s Councilors or staff shall avoid personal conflict of interest in Council business, shall eg to the exercise self-commitment and shall abide to the rule of law when executing his/her duties.
- A Ulanga district council’s Councilor or staff shall be fair, open, truthful, and honest and shall conduct his/her duties in such a manner that will protect the Council’s integrity.

3.4 Functions of Ulanga District Council

A Ulanga district council like any other council in Tanzania, Its functions has been stipulated in the act of its establishment. According Local Government (District Authority) Act No. 7 of 1982 (CAP 287 R.E) the council has the following general functions.

- To maintain and facilitate the maintenance of peace, order and good government with it area of jurisdiction
- To promote the social welfare and economic well-being of all persons within it area of jurisdictional and

Subject to the national policy and plans for rural and urban development, to further the social and economicDevelopment of its area of jurisdiction.

3.5. EVALUATIONEN OF THE IMPLEMENTATION OF 2010-2013 STRATEGIC PLAN

The implementation of the 2010-2013 strategic plan faced different constraints which has resulted to low achievement of some targets, this has necessitated the rolling over of source targets which were not achieved. This subsection therefore, presents a summary of evolution on the implantation of the 2010-1013 strategic plan which has lost its legitimacy.

Strategic Objectives	Key Result area	Target	Achievement	Deficit
Increased quantity and quality of social services and infrastructure Improved access, quality and equitable social services	Planning statistics and Monitoring	Institutionalization of participatory approached originating from the grass root levels on decision making by the year 2012	O & OD approach has been institutionalized a mandatory participatory approach	Increasing budget ceiling for preparation of district development plans

delivery				
		Availability of data bank and updated data all the time by the year 2017	Data in Resource center are being updated all the time	
		30 staffs (HOD and assistants) engaged in Planning process by the year 2013	All HODs and Assistants were engaged in Planning process	
Human resources Management and adherence to good governance principles in the district improved	Human resource and Administration	Qualified staff in the council employ	Increased frm 1,810 to 1,838 by June 2013	
Practice of good governance enhanced at all levels		65 villages	55 villages 24 wards	10 villages not yet covered
Review of management and administration practices at all levels		done	NIL	NIL
Prepare incentives and motivation packages to UDC staff		Provide incentives to 70 UDC staff	50	20 staff not yet provided with motivation packages to
		Conduct OPRAS exercise to 2,400 UDC	1,085	1,054
Quality and quantity of livestock and fishery production increased	Livestock and Fisheries	16 supportive supervision visit conducted at all level by 2013	16 supportive supervision visits was done and advice was given according to the observed challenges	
		6 meetings of all staff conducted by 2013	One staff meeting was conducted	5 meetings were not conducted
		24 resource centers established by 2013	No resource center established.	24 resource centers.
		4 staff houses constructed by 2013	No staff house constructed	4 staff houses

		60% of livestock and fisheries production attained by 2013	Meat and milk production attained 35% and 40% respectively	Only 25% and 20% of meat and milk production was not attained.
		60% of livestock production knowledge and technology transfer to farmers reached by 2013.	40% of livestock production knowledge and technologies transferred to farmers.	20% was not attained.
		Total of 20 staff supported to attend high learning Institutions	8 staffs supported to attend high learning Institutions.	12 staffs did not attend high learning Institutions.
		45 motorcycles purchased for extension officers by 2013	No motorcycle purchased	45 motorcycles

Service area: Health

Strategic Objectives	Targets	Achievement	Deficit
C: Improve access quality and equitable social services delivery.	Solar power installed in 17 health facilities by June 2013.	Solar power installed to 10 health facility	7 health facilities
	Increase outreach nodes from 100 to 130 by June 2013	30 nodes increased	0
	22 government facilities supplied with medicine, hospital supplies, laboratory reagents and medical equipment by June 2013	22 government facilities supplied with medicine and other supplies	0
	34 health facilities supervised by June 2013	34 health facilities supervised	0
	Procure 5 motorcycles to health facilities	17 health facilities provided motorcycles	0
D: Increase quality and quantity of social services and infrastructure	15 health facilities rehabilitated by June 2013	5 health facilities rehabilitated	10

	42 staff quarter rehabilitated by June 2013	4 staff quarters rehabilitated	38
	69 staff quarter constructed by June 2013	4	65
	47 health facilities constructed by June 2013	5 dispensaries constructed	42
	3 incinerators constructed by June 2013	0	3

Service area: Water

Strategic Objective	Description of Targets	Up to June 2010	Target/ Required	Achieved June 2013	Deficit
The level of community health, sanitation status and access to adequate safe and clean water supply improved	Population served with Safe and clean water	78%	85%	71.3%	13.7%
	Number of public domestic water points	294	400	314	86
	Number of functioning shallow wells	424	540	523	17
	Number of water supply schemes (gravity and pumping)	10	15	11	4
	Demarcation of 17 potential catchment areas (water source)	0	17	0	17
	Registered water user entities (COWSOs)	4	23	5	18
	Number of water committees	542	569	542	27

Service area: Community Development

Strategic Objectives	Targets	Achievement	Deficit
Services improved and HIV/ AIDS infections reduced.	Care, treatment and support provided to 500 people living with HIV/ AIDS (PLHIV) by June 2013	259 PLHIV were supported with grants	241 Not covered.
Equitable community participation in decision making in economic, social and political activities in the District enhanced.	10 Villages mainstreaming gender in the District development interventions by June 2011	0	10
	20 Villages mainstreaming gender in the District development interventions by June 2013	0	20
	27 Villages mainstreaming gender in the District development interventions by June 2013	0	27
	To increase number of women SACCOS group formulated from 10 to 18 by June 2013	8 women Groups formulated.	0
	To conduct training of 40 women SACCOS leaders basic accounts and business management by June 2013	24 women groups leaders trained on basic accounts and business management	16 women groups leaders not trained
	Capacity of 23 staff of CD department to pursue their duties at all levels enhanced by June 2013.	7 CD staffs capacitated to perform their duties.	16 CD staffs not yet capacitated
	Capacities of 6 NGO's and 10 CBO's delivering high	10 NGO's and 39 CBO's capacitated in delivering high	0

	quality services improved by June 2013	quality services	
	Improve sensitization of the community to formulate NGO's in 30 villages by June 2013	39 CBO's were formulated	0
The quality sustainable utilization and legal protection and legal protection of natural resources in the District improved by 2013.	Promotion of 10 villages on the use appropriate technology in production, transport and energy by June 2013	6 villages promoted on the use of appropriate technology on energy saving cooking stove.	4 villages not yet promoted
Capacity of planning, implementation, monitoring and evaluation of development projects in the district enhanced by 2013	To increase number of community Development staff to attend various course of gender and community development from 6 to 10 by June 2013	2 CD staffs attended course on gender and community development	2 staffs not yet attended.
	To purchase 10 motorcycles for community development staffs by June 2013	0	10
	24 wards of community development offices equipped with basic furniture by June 2103	0	24
Infrastructure and communication networks in the District improved by 2013	Sofi Focal Development centre buildings rehabilitated by June 2013	Sofi Focal Development centre buildings rehabilitated	0
Levels of community health status, Social welfare and access to clean and safe water improved by 2013	32 villages vulnerable children helped by community by June 2013	Vulnerable children of 70 villages are helped	0
	32 villages OVC formulated by June 2013	70 villages OVC formulated	0

	24 wards households which are led by children identified 2013	1192 children headed households were identified	0
	To facilitate 40 people from 2 orphanage centers with food and education by June 2013	144 children from orphanage centers facilitated with food and education materials	0

Service area: Primary Education

Strategic Objectives	Targets	Achievement	Deficit
Education at all levels in the district improved.	Construct 60 classrooms by June 2013.	23 classrooms constructed	37 classrooms
	Purchase 1532 desk by June 2013	805 desk purchased	727 desks
	Construct 1256 pit latrines by June 2013	48 pit latrines constructed	1208 pit latrines
	Construct 50 teachers houses by June 2013	12 teachers houses constructed	33 teachers houses
	Purchase 500000 books by June 2013	316521 books purchased	183479 books
	Employ 364 teachers by June 2013	268 teachers employed	96 Teachers

Result Area: Secondary Education

Strategic Objectives	Targets	Achievement	Deficit
Education at all levels in the district improved	123 classrooms constructed by June 2013	111 classrooms	12
	60 teachers houses constructed by June 2013	82 teacher's houses	325
	Administration blocks constructed by June 2013	14 administration blocks	12
	Libraries constructed by June 2013	2	24
	72 laboratories constructed by June 2013	6	72
	58 Dormitories	9	49

	constructed by June 2013		
	26 Assembles Halls constructed by June 2013	1	25
	492 pit latrines constructed by June 2013	239	253

Result area: Works and fire rescue

Strategic Objective	Targets	Achievement	Deficit
Infrastructure and Communication Network in the District improved by June 2013	52.50kms of roads under periodic maintenance by June 2013	52.50kms of roads carried out periodic maintenance by June 2013	0
	28.95kms of road under spot improvement by June 2013	28.9 kms of roads carried out spot improvement by June 2013	0
	251.95kms of roads under routine maintenance by June 2013	251.95 kms of roads carried out routine maintenance by June 2013	0
	3 bridges under constructed by June 2013	1 bridges constructed by June 2013	2 bridges
	90 lines of culverts under installed and repaired by June 2013	60 lines of culverts installed and repaired by June 2013	30 lines

Service area: Internal Audit

Strategic Objective	Targets	Achievement	Deficit
Management and adherence to good governance principles at all levels in the District improved	Financial accounting, control and regulation adhered to at all levels by June 2013	91 villages 31 wards	0
	District development fund for Education, Health and Environment department established by June	Funds established	0

	2013		
	Procurement management unit work strengthened by June 2013	The unit strengthened	0
	Trade unit work strengthened by June 2013	The unit strengthened	0
	Management, supervision and audit of funds strengthened by June 2013	91 villages and 31 wards	0

Service area: Information Technology and Mass Communication

Strategic Objective	Targets	Achievement	Deficit
Quality and quantity of Radio programs production increased	1 radio must be constructed at Mahenge Utabiri wa Hali ya Hewa by 2013	4 divisions are able to get radio programs clearly and get information from different parts of the world	It is a continues process so that all 7 divisions receive Radio programs
	5 Radio live promotions to be conducted by 2013	4 Radio live promotions conducted	1 Radio live promotion were not conducted
	Increase radio Revenue through adverts by 2013	Revenue increased through adverts from different companies and institutions	It is continuous process
	1 library of information and photographs of Ulanga District	No library of information and photography of UDC events	1 Library
	Council (UDC) events to be established by 2013	Library established	
	2 magazines one for weekly and monthly for UDC to be	No magazine established	2 magazine

	established by 2013		
	1 UDC Website to be established by 2013	No UDC website established	1 Website
Provide expertise and services on application of ICT to UDC staffs	1 Financial online system established by 2013	1 Financial Online system (EPICOR 9.05) established	NIL
	2 Human capital information online system established by 2013	2 Human Capital Information online system (LAWSON and LGHRIS) established	NIL
	Provision of Employees Identity card will be established by 2013	Provision of Employees Identity Cards is established	Old version Employees Identity Cards applied
	13 computer Internal Network (Intranet) LAN communication established by 2013	3 Computer Internal Network (Internet) LAN communication established	10 computer Internal Network (Internet) LAN communication.
	6 computer External Network (private) online communication established by 2013	2 computer External Network (private) online communication established	4 computer External Network (private) online communication

CHAPTER FOUR

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

4.0 Vision

Ulanga District Council aspires to deliver high quality services to its community for sustainable development by the year 2025.

4.1 Mission

Ulanga District Council intend to provide high quality services to its community through effective and efficient utilization of the available resources by adhering principles of good governance for sustainable development.

4.2 Strategic Objectives

- To improve services and reduce HIV/AIDS infections.
- Increased quantity and quality of social services infrastructure
- Improved access, quality and equitable social services delivery.

- Enhanced, sustainable and effective implementation of the National Anti-corruption strategy.
- Enhanced good governance and administrative services
- Improved emergency preparedness and disaster management
- Improved social welfare, gender and community employment
- Quality and quantity of economic services and infrastructure improved
- Natural Resource and Environment Improved

4.3 Strategic Objectives, Result area, Key targets, Strategies and Performance Indicators

4.2.1 Strategic Objective 1

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

4.2.1.1 Planning Statistics and Monitoring

Key target

- ✓ Data collected and analyzed from 203 villages/mitaa by the year 2017
- ✓ Data unreliability sources identified by June 2017
- ✓ Mechanism for rectifying data unreliability developed by June 2017
- ✓ Participatory planning, monitoring and evaluation of sectoral projects in 203 villages/ mitaa enhanced for sustainability by the year 2017
- ✓ District plans are timely implemented according to action plans by the year 2017

4.2.1.2 Strategies

- Provide financial and physical resources to the staff.
- Train the community on how to collect and preserve various socio-economic data.
- Conduct capacity building to staffs on data collection tools.
- Create awareness to the community on the importance of data in sustainable development.
- Identify sources of Data unreliability
- Develop mechanisms for rectifying the problem.
- Create awareness to the community on the current planning techniques i.e O & OD
- Conduct O & OD exercise to all 203 villages/ mitaa in order to review KDC plan in every year
- Establish village and ward facilitation teams by June 2014
- Involve the community in implementation, monitoring and evaluation of development projects.

- Establish a sound M &E system.
- Train the community at all levels on how to conduct M & E exercise for development projects
- Attend various workshops, seminars, short and long course
- Mobilize community to increase their contribution (cash or in kind) in development projects
- Mobilize funds through proposal/ write ups
- Establish and execute a sound contract management mechanism
- Mobilize human resource in all department especially in water and works sector.
- Create sustainable social-economic projects
- Conduct Monitoring and Evaluation of all Development projects implemented in the District
- Conduct Lobbying and advocacy of the strategic plan to donor/ development partners
- Conduct one stakeholders meeting each year
- Disseminate strategic plan document to various stakeholders.
- Conduct stakeholders meetings to discuss development programs.
- Create communication network with all stakeholders/donors
- Coordinate all NGO implementing development programs in the District.

4.2.1.3 Performance Indicators

- ❖ Number of office facilities purchased
- ❖ Number of LGMD forms distributed and filled
- ❖ Number of Village plans
- ❖ Number of business centre constructed
- ❖ Number of staffs attained short course
- ❖ Number of staff aware with ant-corruption
- ❖ Number of staffs aware

4.2.2 Strategic objective 2

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

4.2.2.1 Human resources and Administration

Key targets

- ✓ Council functional processes strengthened at all levels by June 2018
- ✓ Good Governance in 91 Villages, 31 Wards strengthened by June 2018

- ✓ Human resources development, retention and utilization at all levels improved by June 2018
- ✓ New staff houses increased from 14 to 26 at the district headquarters and 4 to 15 at lower level by June 2018.
- ✓ Office accommodation and working tools in wards and Villages increased from 20 to 30 (offices) by June 2018
- ✓ Qualified staff in the council increased from 2100 to 2922 by June 2018
- ✓ Awareness on HIV/AIDS created to 2,922 All employees within the council by 2018.

4.2.2.2 Strategies

- Develop incentive package for leaders, employees and volunteers.
- Ensure provision of capacity building to employees
- Ensure financial regulations are adhered to
- Create awareness to UDC staff and community on HIV/AIDS as a socio-economic problem through media, radio, papers etc.

4.2.2.3 Performance Indicators

- ❖ Number of meetings conducted
- ❖ Number of suggestion boxes established
- ❖ Number of incentives developed
- ❖ Number of employees trained
- ❖ Number of employees motivated
- ❖ Number of employees recruited
- ❖ Number of meetings conducted

4.2.3 Strategic objective 3

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

4.2.31 Agriculture, Irrigation and Cooperatives

Key target

- ✓ Supportive visit at Village level conducted by June, 2018
- ✓ 8 staff meetings conducted by June, 2018
- ✓ Enough fund Allocated in every annual budget by 2018
- ✓ Awareness created on HIV/AIDS prevention by 2018
- ✓ 1 motor vehicle purchased by 2018
- ✓ Funds from various sources mobilized by 2018

- ✓ Sensitized community contribution in kind by 2018
- ✓ Funds allocated in every annual budget by 2018
- ✓ The use of improved seeds engaged by 2018
- ✓ Enhanced use of improved agricultural technologies by 2018
- ✓ Sensitized community contribution in kind by 2018
- ✓ Sensitized strong saving societies to venture in rice processing industry by 2018

4.2.3.2 Strategies

- Allocate enough funds in every annual budget
- Purchase 1 motor vehicle
- Mobilize funds from various sources
- Allocate enough funds in every annual budget
- Sensitize community contribution in kind
- Mobilize funds from various sources
- Enhance the use of improved seeds
- Enhance the use of improved agricultural technologies
- Convince the community through awareness creation
- Sensitize community contribution in kind
- Sensitize strong saving societies to venture in rice processing industry
- Establish permanent nursery seedling enhance good crop husbandry
- Provide pesticides and motorized sprayers
- Establish demonstration plots
- Employ village agriculture extension officers
- Purchase motor cycles

4.2.3.3 Performance Indicators

- Number of supportive visits conducted
- Number of staff meetings conducted
- Number of farmers trained
- Number of workshops conducted
- Number of staff houses constructed
- Number of resource centers constructed
- Number of extension officers transferred
- Tons of cereal crops harvested
- Number of households with food security
- Number of cooperative societies formed
- Number of AMCOS formed
- Number of Motorcycles purchased
- Number of machines installed

- Number of irrigation schemes constructed
- Number of irrigation facilities constructed
- Number of feasibility studies conducted
- Number of seedlings distributed to farmers
- Number of trees improved (rejuvenated)
- Number of tones of seeds distributed to farmers.
- Number of farmers adopted good soil conservation practices.
- Purchased vehicles.

4.2.4 Strategic objective 4

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

4.2.4.1 Livestock and Fisheries

Key targets

- ✓ 20 animal water troughs and 10 charcoal dams constructed by 2018
- ✓ 70% of staff working condition improved by 2018
- ✓ 60% of livestock health status is improved by 2018
- ✓ 50% of pastures in grazing areas improved by 2018
- ✓ Livestock markets improved by 2018
- ✓ 2000 cows conducted with Artificial (A.I) Insemination by 2018
- ✓ 25 staff supported with short and long courses to different academic Institutions by 2018
- ✓ 80% of knowledge and technologies on animal husbandry transferred to farmers by 2018
- ✓ 20% illegal fishing events reduced by 2018
- ✓ 60% of fishery production is attained by 2018
- ✓ 10 slaughter slabs constructed by 2018
- ✓ Milk collection centers established by 2018
- ✓ 20 supportive supervision visit conducted at all level by 2018
- ✓ Meetings of all staff conducted by 2018
- ✓ Reduce conflicts events to 20% between livestock keepers and other land users by 2018
- ✓ 500 farmers received a good knowledge on HIV/AIDS infection by 2018

4.2.4.2 Strategies

- Mobilize funds from LGA and other stakeholders to enhance construction
- Sensitive livestock keepers to contribute 20% of the required cost
- Sensitive the well off farmers to construct their own animal water troughs.
- Construct 1 department office at Mahenge
- Purchase important office facilities
- Construct 4 staff houses

- Purchase 25 motorcycle
- Purchase 1 vehicle
- Construct 10 Dip tanks
- Conduct Anthrax vaccination to 320000 cattle
- Conduct Black quarter vaccinations to 230000 cattle
- Conduct CBPP vaccination to 320000 cattle
- Conduct ECF vaccination cattle
- Conduct PPR vaccination to 400000 sheep and goats
- Conduct tryps inoculation to 320000 cattle
- Conduct Newcastle vaccination to 2000000 poultry
- Conduct deforming to 720000 ruminants
- Conduct rabies vaccination to 50000 dogs and cats
- Establish 20 pasture demonstration plots
- Train farmers on the use of locally available feed resources such as crop residues to improve animal performance
- Sensitize livestock keepers to plant and use improved pasture seeds
- Sensitize farmers to establish small Ranches
- Mobilize funds from LGA and other stakeholders for improving the structures
- Purchase 8 sets of AI equipments
- Train farmers on the use of locally available feed resources such as crop residues to improve animal performance.
- Sensitize livestock keepers to plant and use improved pastures seeds
- Sensitize farmers to establish small Ranches
- Mobilize funds from LGA and other stakeholders for improving the structures
- Purchase 8 sets of AI equipments
- Train 50 farmers on AI technology
- Sensitize 500 farmers to adopt AI technology.
- Allocating enough funds for supporting staff to attend important courses
- Train 500 farmers on animal husbandry
- Facilitate study visit to 100 farmers and 20 staff
- Employ 13 livestock staff
- Support 30 staffs and 150 farmers to attend Nanenane exhibition.
- Sensitize fishermen to establish 14 Beach Management Units
- Conduct 60 patrol trips to Kilombero river
- Sensitize farmers to conduct 25 fish ponds
- Train 50 farmers on fish farmers
- Employ 7 fishery experts
- Mobilize funds from LGA and other stakeholders from enhancing construction
- Sensitize groups of milk stakeholders to establish milk collection centers

- Mobilize and allocate funds for establishment of milk collection centre
- Train farmers on milk processing in order to add value
- Allocate enough funds for monitoring during budgeting
- Allocate enough funds for conducting staff meetings during budgeting
- Create awareness on land use management 2000 farmers
- Sensitize farmers to adhere to land use by laws
- Sensitize farmers to establish visible boundaries to their grazing areas
- Sensitize farmers to consider carrying capacity of their grazing areas in order to avoid overstocking
- Conduct livestock identification and registration in a participatory way
- Create awareness on HIV/AIDS infection to 500 farmers
- Sensitize livestock keepers to use condoms
- Train 30 groups of people infected by HIV/AIDS on animal husbandry

4.2.4.3 Performance Indicators

- Number of wells and animal water troughs and charcoal dams constructed
- Percentage of staff working condition improved
- Percentage of livestock health status improved
- Percentage of pastures improved
- Number of livestock markets improved
- Number of cows inseminated increased
- Number of staff attended academic Institutions increased
- Percentage of knowledge and technologies transferred to farmers
- Percentage of illegal fishing events
- Percentage of fish production
- Number of slaughter slabs constructed
- Number of milk collection center established
- Number of supportive supervision
- Number of meetings conducted
- Percentage of conflict event
- Percentage of health status to farmers

4.2.5 Strategic objective 5

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

4.2.5.1 Health

Key Targets

- ✓ Reduced HIV/AIDS prevalence from 3.0% to 2% by June 2018

- ✓ Reduced maternal mortality rate from 139/100000 to 120/100000 by June 2018
- ✓ Increased vaccination coverage from 97% - 100% by June 2018
- ✓ Reduced percentage of moderate malnutrition from 18% to 15% by June 2018
- ✓ Malaria morbidity reduced from 18% to 17% by June 2018
- ✓ 3 medical clinic maintained by June 2018
- ✓ Establish 1 Eye Clinic in Mahenge District Hospital by June 2018
- ✓ Increase therapeutic coverage of neglected tropical diseases (NTDs) from 79.4 to 85% by June 2018
- ✓ 5 oral health clinics strengthened by June 2018
- ✓ Increased percentage of mixed skilled staffs from 40% to 60% by June 2018
- ✓ Electricity installed in 10 health facilities by June 2018
- ✓ Increase CHF enrollment from 27% to 40% by June 2018
- ✓ Increased supply of medicines, hospital supplies and other tracer items from 70% to 80% by June 2018
- ✓ 5 cost centers strengthened through community involvement and provision of adequate administrative facilities by June 2018
- ✓ 5 health facilities provided with emergency preparedness kits by June 2018
- ✓ Raise percentage of primary schools reached with health services program from 30% to 50% by June 2018
- ✓ All 91 villages registered their traditional healers by June 2018
- ✓ 5 Health facilities constructed by June 2018
- ✓ 10 health facilities rehabilitated by June 2018

4.2.5.2 Strategies

- ✓ Train HIV Testing Counselors
- ✓ Supply adequate HIV test Kits and ARV Medicine
- ✓ Conduct VCT and PITC services
- ✓ Perform supervision, Mentoring and Coaching of Facilities staff
- ✓ Sensitize community on HIV prevention, importance of Testing and counseling
- ✓ Conduct HIV/AIDS stakeholders meeting
- ✓ Sensitize community on importance of health facility delivery
- ✓ Purchase adequate obstetric care equipment and supplies
- ✓ Improve referral system
- ✓ Train Nurses
- ✓ Establish maternal waiting homes
- ✓ Conduct maternal death auditing
- ✓ Screen cervical cancer
- ✓ Support family planning
- ✓ Mobilize financial and material resources
- ✓ Mobilize Community
- ✓ Conduct integrated outreach services and Immunization campaigns

- ✓ Construct one vaccine store
- ✓ Sensitize community on proper feeding behavior
- ✓ Conduct vitamin A supplementation and de-worming
- ✓ Involve different stakeholders on malnutrition reduction
- ✓ Sensitize community on prevention, Indoor residual spray and early seeking behavior
- ✓ Provide insecticide Treated Nets (ITNs)
- ✓ Capacitate health providers on proper malaria management
- ✓ Mobilize financial and material resources
- ✓ Invite medical specialists
- ✓ Conduct regular medical clinics
- ✓ Obtain space for clinic
- ✓ Mobilize financial and Materials resources
- ✓ Advocate Community
- ✓ Manage cases
- ✓ Sensitize, train and supervise Community Drug Distributors
- ✓ Provide NTDs medicines
- ✓ Conduct monitoring and evaluation
- ✓ Mobilize financial resources
- ✓ Conduct oral health education
- ✓ Provide dental equipment and supplies
- ✓ Conduct outreach clinics
- ✓ Perform supervision and mentoring
- ✓ Mobilize financial and material resources
- ✓ Construct 5 modern incinerators
- ✓ Construct 5 modern incinerator
- ✓ Construct 20 placenta pits
- ✓ Provide infection prevention control (IPC) facilities
- ✓ Recruit health staffs
- ✓ Employ health staffs
- ✓ Implement orientation and retention mechanism
- ✓ Mobilize financial resources
- ✓ Install electricity
- ✓ Sensitize community on importance of CHF
- ✓ Mobilize financial resources
- ✓ Install electricity
- ✓ Sensitize community on importance of CHF
- ✓ Mobilize financial resources
- ✓ Maintain equitable and quality health services
- ✓ Fill order forms
- ✓ Mobilize funds
- ✓ Procure needed supplies

- ✓ Conduct stocktaking
- ✓ Provide sufficient HMIS tools
- ✓ Capacitate health providers on HMIS
- ✓ Perform supervision, mentoring, monitoring and evaluation
- ✓ Mobilize financial resources
- ✓ Provide and maintain transport facilities
- ✓ Reinforce council health service board and health facility communities
- ✓ Arrange preplanning and planning sessions
- ✓ Conduct legal meetings
- ✓ Provide and maintain working tools
- ✓ Supervise health cost centers
- ✓ Procure 1 vehicle and 15 motorcycles
- ✓ Strengthen primary health care Ulanga
- ✓ Mobilize financial resources
- ✓ Purchase and provide emergency preparedness tools
- ✓ Conduct supervision and mentoring
- ✓ Mobilize financial and material resources
- ✓ Sensitize community on school health services program
- ✓ Involve different stakeholders
- ✓ Prepare and disseminate information through available local radio
- ✓ Provide school health services
- ✓ Sensitize community on the importance of traditional healers registration
- ✓ Support registration
- ✓ Conduct follow up and evaluation
- ✓ Mobilize community
- ✓ Mobilize financial resources
- ✓ Purchase construction materials
- ✓ Construct 6 staff quarters
- ✓ Mobilize community and financial resources
- ✓ Purchase construction materials
- ✓ Construct 4 dispensaries
- ✓ Construct 1 health centre
- ✓ Mobilize financial resources
- ✓ Rehabilitate 7 dispensaries
- ✓ Rehabilitate 1 health center
- ✓ Upgrade 1 dispensaries
- ✓ Rehabilitate 1 hospital

4.2.5.3 Performance Indicators

- Percentage of HIV/AIDS prevalence
- Number of maternal deaths

- Percentage of vaccination coverage
- Percentage of moderate malnutrition
- Percentage of malaria morbidity
- Number of medical clinics maintained
- Eye clinic established
- Percentage of NTDs therapeutic coverage
- Number of Oral health clinics strengthened
- Percentage of medical waste management
- Percentage of mixed Staffs
- Number of health facilities with electricity
- Percentage of CHF enrollment
- Percentage of hospital supplies, medicine and tracer items supplies
- Percentage of health management information system
- Number of health centers strengthened
- Number of health facilities with emergency preparedness kits
- Percentage of primary schools reached with health service programme
- Number of villages with registered traditional healers
- Number of staff quarters constructed
- Number of health facility rehabilitated
- Number of health facilities constructed

4.2.6. Strategic objective 6

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

4.2.1/ Water

Key Targets

- ✓ 28 Water supply schemes constructed by June 2018
- ✓ Water supply schemes rehabilitated by June 2018
- ✓ 100 Shallow wells constructed by June 2018
- ✓ 3 Boreholes constructed by June 2018
- ✓ 86 legally registered water user entities CWSOs BY June 2018
- ✓ One staff attended long term course and 5 staff attended short term courses by June 2018
- ✓ 3 Staff recruited by June 2018

4.2.6.2 Strategies

- Mobilize funds from Government and water development partners
- Design and contract 28 water schemes

- Involve Private sectors
- Conduct Community participatory planning through O & OD
- Mobilize resource from other stakeholders
- Create awareness on community involvement
- Recruit 3 technicians
- Allocate capacity building funds for short and long term training for 5 staff and one staff respectively

4.4.6.3. Performance Indicators

- Number of population served
- Number of water scheme constructed
- Number of water scheme rehabilitated
- Number of schemes contracted
- Number of boreholes contracted
- Number of shallow wells rehabilitated
- Number of staff recruited
- Number of staff attended training

4.2.7. Strategic objective 7

- Increased quantity and quality of social services and infrastructure
- Improve access, quality and equitable social service delivery.
- Natural Resource and quality Environment improved

4.2.7.1 Land and Natural resources

Key Targets

- ✓ Million trees planted in the district by 2017
- ✓ 1 District Forest Reserve established by 2017
- ✓ 80% of illegal timber harvesting cases reduced by 2017
- ✓ Reduce fire incidences from 60% to 40% by 2017
- ✓ Eviction of 200 households from protected forest by 2017
- ✓ 1 Model village for REDO national Strategy established by 2017
- ✓ 100 Kilometres of 8 catchment forest boundary resurveyed by 2017
- ✓ 250 Beekeeping groups visited by 2013
- ✓ 30 apiaries established in 30 village by 2017
- ✓ Preparation of 35 land use plans in the district by 2017
- ✓ Promote and facilitate operation of market on land from 5% to 45% by the year 2017
- ✓ Raise awareness on land management from 15 village to 40 village by 2017
- ✓ Collect land revenue from 30 million per year to 50 million per year by 2017
- ✓ Facilitate the formation of 3 WMAS by 2017

- ✓ Reduce poaching case from 50% to 30% by 2017
- ✓ Reduce wildlife destructin of property and human life from 50% to 20% by 2017

4.2.7.2 Strategies

- Purchases 2.2 milion polythene tubes and seeds
- 1.2 Provide conservation education to local communities
- Demercate land 22000ha of forest in te general land
- Conduct 240 patrols to harvesting areas
- Conduct fire campign to16 most fire prone areas
- Give notice to 200 ouseholds living in the protected forests.
- Conduct training to12 members of VNRC in the model villge
- 100000 Trees Planted
- Contact a surveyor
- Employ 1 beekeeping officer anad 5 assistant beekeeping
- 4.2 Purcases 5 motorbikes for field attendants
- Locate 30 suitable areas foe behives siting
- Prepare 65 village land certificates
- Prepare 34 village land use plans
- Survey 15 village boundaries
- Prepare Mahenge Urban General Planning Schem
- Prepare 1500 CCROs for 40 villages
- Collect 150 milion as revenue from land
- Train 40 villages on land lows
- Prepere 200 of land title deed
- Purchases 5 sets of survey and office equipments
- Raise awerenes concerning wildanimal and tourism for 20 ward
- Prepare 20 village land use plans.
- Surport verification and dermacation and tourism for 20 ward
- Prepaea 5 year business, general management nad strategic plan for established WMAS
- Conduct 240 petrols
- Rectuit 35 village game scouts

4.2.7.3 Perfomance indicators

- Number of trees planted
- Area demarcated
- Forest established
- Inreased revenue collectionform illegal timber harvesters
- Number of illegal harvesters reduced
- Reduced number fire incidences

- Number of trees planted
- Number of kilometers covered
- Number of group visited
- Number of apiearies in place
- Number of village land certificates increased
- Number of village use plans report
- Number of villages surveyed increased
- Mahenge Urban general planning sceme report
- Number of people with CCROs increased
- Number surveyed plots increased
- P repere prepare 200 of land title deed
- Number of little deed offered increased
- Number of village trained on land low increased
- Revenue collection from land raised
- Number of title deed offered increased
- Number of survey and office equipments purchased
- Number of ward trained on wildlife and tourism increased
- Village lnd use plan report
- Size of areas dermactted for wildanimal
- Business, general management and plan for WMAs report
- Cetrificate of user right for WMA
- Number of cases of poaching
- Number of cases reperted

4.2.8 Stractegic objective 8

- servises and improve and HIV| ADS Infections redused
- Inreased quantity and quality of social services and infrastructure

4.2.8.1 Community Developmente

Key Targets

- ✓ Social support for 350 people living with HIV and AIDS PLHIV in 31 wards assured by June 2015
- ✓ 1500 Orphans and vulnerable children OVC with Nuitrition foods, school fees, and other scholastics matrial supported by 2018
- ✓ School based and out of school youth gender sensitivy sexual reproductive health and HIV and AIDS education strengthened in 22 secondary schools and 7 division by June 2016
- ✓ District and Community and HIV and AIDS Strenght In 31 Wards And District By 2018
- ✓ Programme management including monitoring and Evaluation enhanced by 2018

- ✓ 60 groups mainstreaming gender in the district development interventions by June 2018
- ✓ 10 women SACCOS groups formulated by June 2018
- ✓ Capacitate and improve 66 working staffs of CD department to pursue their duties at all levels enhanced by June 2017
- ✓ 24 wards and units/sections of community development offices equipped with basic furniture by June 2018
- ✓ Capacities of 6 NGOs 30 CBOS and 29 IGGs on delivering high quality services by 2018
- ✓ Improve sensitization of the community to formulate CSOs in 31 wards by June 2018
- ✓ Community recognize the importance of Anti corruption clubs in secondary and Primary schools in 31 wards by June 2018
- ✓ Construction of community centre building by June 2018
- ✓ Identification of Orphans and vulnerable Children OVC in 13 villages enhanced by June 2018
- ✓ Ensure aged, widow/widower and handicapped people in 91 villages are identified and helped by June 2018

4.2.8.2 Strategies

- Provide Entrepreneurship Skills To 50 Groups of PLHIV
- Support 50 Group of PLHIV With Grants.
- Support Identification of OVC in 13 Villages
- Provide scholastic support and fees to 1300 OVC
- Purchase nutrition food for 2 orphanage centres
- Identify vulnerable population groups in 7 divisions
- Provide 22 secondary schools and vulnerable population in 7 divisions with education on reproductive health and HIV and AIDS
- Establish 22 AIDS clubs in 22 secondary schools
- Provide 16 Wards Multi-sectoral AIDS Committee (WMAC) and 1 council work place
- HIV and AIDS committee with technical support
- Monitoring and evaluation of HIV and AIDS interventions in 31 wards
- Facilitates participation of CHAC in zonal meetings
- Provide education in gender issues to 60 groups
- Provide entrepreneurship skills to 60 groups of women and youths
- Provide loans to 60 women and youths economic groups
- Provide education in gender issues to 10 women SACCOS GROUP.
- Provide entrepreneurship skills to 10 women SACCOS groups
- Provide loans 10 to women SACCOS groups
- Support 10 staff to attend various institutions
- Employ 56 CD Staffs.
- Construct 3 houses for CD staffs

- Rehabilitation of CD district office building
- Purchase 31 motorcycles for CD staffs
- Purchase of 24 office table and 58 office and visitoes chairs
- Conduct seminar workshop on financial management, project write up and report writing for 6 NGOs 30 CBOs and 29 IGGs
- Mobilise CBOs and IGGs to formulated network at district level
- Conduct education and sensitization on the imprance of formulating CSOs in the community
- Sensitise community on importance of anti corruption club
- Capacitate 124 Anti corruption clubs to improve their performance
- Create awereness to council mnagement team (cmt) on the importance of community centre in the district
- Set budget in collaboration with worsks department
- Contract community centre building
- Establishment of 13 OVC Commitees
- Train 13 OVC Commitees
- Identification of OVC in 13 village
- Sensitise 91 OVCs Commitees ti help OVC and seek assistance to other stakeholders
- Conduct regula supptive Supervision to 91 OVC commitees and prphanage centres
- Strengthen OVC Council Committee of most vulnerable children (CCMVC)
- Create awereness to community leades on importance of helping aged and handicapped people in 91 villages
- Support identification of aged, widoe/widower and hand capped people in improving service to marganalised groups
- Ensure OVCs of 91 villages are helped by community by June 2018

4.2.8.3 Performance Indicators

- Number of PLHIV groups trained on entrepreneurship skills
- Number of PLHIV group given grants
- Number of OCV identified
- Number of OVC supported
- Number of orphanage centre supported
- Number of group identified in divisions
- Number of secondary school and groups reached with education
- Number of AIDS clubs established
- Number of committees trained/supervised
- Number of visits conducted
- Percentage of CHAC attendance to network meetings
- Number of group of maintenances to network meetings

- Number of staffs capacitated and improved
- Number of office chairs and tables purchased
- Number of NGOs, CBOs and IGGs capacitated
- Number of sensitization meeting conducted
- Availability of community centre building Number of OVC identified
- Number of OVCs helped
- Number of aged, Widoe/Widower and hand capped people eload

4.2.9. Strategic objective 9

- Incresed quantity and quality of social services and infrastructure
- Improve access, qualityand equalitable social services delivery

4.2.9.1 Primary Education

Key Targets

- ✓ 93 primary schools teaching and learning environment assured by June 2018
- ✓ Management and accountability of 93 primary schools assuered by June 2018
- ✓ Opportunities for primary scholl pupils level to join futher Education increased by June 2018
- ✓ Education programs for pupils with distablities assured by June 2018
- ✓ Education programs for out of schoola and adult revived and strengthen by June 2018
- ✓ School based gender sensitivity sexual reproductive health and HIV Education strengthened in 93 primary schools by Jujne2018
- ✓ School based gender Ant- Corruption clubs in 93 primary schools strengthened by June 2018

4.2.9.2 Strategies

- ✓ Construct 76 classrooms
- ✓ Purcase 2543 desks
- ✓ Contruct 214 oit latrines
- ✓ Construct 80 teachers house
- ✓ Books
- ✓ Enroll 31, 695 pupils
- ✓ Train 80 teachers
- ✓ Ensure 340 teachers attend seminars
- ✓ Rcruit 500 teachers
- ✓ Monitor and inpect 93 schools
- ✓ Ensure 17,800 pupils join futher education
- ✓ Establish 3 TRCS
- ✓ Create awereness in 91 villages Enroll 1213 pupils with disabilities

- ✓ Establish 2 itinerant centre to serve pupils with disabilities
- ✓ Enroll 19,615 out of school children
- ✓ Identify 678 adults
- ✓ Created awereness to 91 village leader about adult education programs
- ✓ Create awereness to 91 village leaders traditional norms o the existing society
- ✓ Purcase sports goods of various sports 186 football balls,28 basket balls and 20 handball balls
- ✓ Strengthene 93 primary schools in sexual reproductive health
- ✓ Reduce number of 23 existing yearly pregnancies to zero
- ✓ Establis functional counseling AIDS Education committees
- ✓ Reduce existing 6% infection of boys and girls who are between 10 – 18 years
- ✓ Establish 93 Ant- corruption clubs in 93 primary schools
- ✓ Create awereness to 1076 primary school teachers on corruption bases

4.2.9.3 Perfomance Indicators

- ✓ Number of teachers under go in service training
- ✓ Number of seminars conducted
- ✓ Numbre of teachers recruited
- ✓ Number of schools monitored and inpected
- ✓ Number of TRCs established
- ✓ Number of pupils joined futher Education
- ✓ Number of villages of aware
- ✓ Number of pupils enrolled
- ✓ Numbre of centrens established
- ✓ Number of adult identified
- ✓ Number of village leaders created with awereness with awereness
- ✓ Number of sports goods purchased
- ✓ Number of schools strengthened
- ✓ Number of pregnancies reduced
- ✓ Number of boys and girls infected reduced
- ✓ Number of AIDS counseling committees established Number of Ant- Corruption clubs established Number of teacher be involved

4.2.10 Strategic objective 10

- Iproved services and reduce HIV/AIDS infections
- Increased quantity and qulity of social services and infrastructure
- Improve access, quality and equitable social services delivery

4.2.10.1 Secondary Education

Key Targets

- ✓ 32 Secondary school teaching and learning and environment assured by June 2018
- ✓ Management of accountability of 32 secondary schools assured by June 2018
- ✓ 32 Secondary school education programs for pupils with disabilities assured by June 2018
- ✓ Improved secondary school wit culture and services by June 2018
- ✓ School based gender sensitivity sexual reproductive health and HIV Education strengthened in 32 secondary schools by June 2018

4.2.10.2. Strategies

- Construct 12 Classrooms
- Purchase 4770 table and cherars
- Construct 50 pit latrines
- Construct 35 teacher house
- Purchase 13,637 books
- Construct 12 Administration block
- Construct 25 Laboratories
- Construct / rehabilitate 6 Hostels
- Construct 24 strong room
- Construct 7 kitchen
- Construct 3 Librarie
- Teachers under go in services training
- Monitoring and inspecting 32 schools
- Enroll 10,509 studenty with disabilities
- Establish two itinerant centers to serve pupils with disabilities
- Purchase sports goods of various sport 100 football, 20 basketball and 20 handballs.
- Train 32 secondary schools on sexual reproductive health

4.2.10.3 Perfomance Indicator

- Number of classrooms conrtucted
- Number of table and chairs conrtucted
- Number of pit latrine
- Number of teacher housea conrtucted
- Number of books purchased
- Number of Administration blocks conrtucted
- Number of laboratories conrtucted
- Number of Hostel conrtuced/rehabilitated
- Number of Strong room conrtucted
- Number of kitchen conrtucted
- Number of Libraries conrtucted
- Number of teacher under go in service training
- Number of school monitored and inspected

- Number of pupils enrolled
- Number of centers established
- Number of sport goods purchased
- Number of schools trained

4.2.11 Strategic objective 11

- Improve service and reduce HIV AIDS infections
- Increased quantity and quality of social service and infrastructure

4.2.11.1 Works and Fire Rescue

Key Targets

- ✓ Workplace HIV/AIDS programme developed in contract by June 2018
- ✓ 115 Kms of roads under periodic maintenance maintained by June 2018
- ✓ 101 roads under sport improvement improved by June 2018
- ✓ 270 Kms of road under routine maintenance maintained by June 2018
- ✓ 10 bridges constructed by June 2018
- ✓ 90 lines of culverts installed and repaired by year 2018
- ✓ 80Kms of roads rehabilitated by year 2018
- ✓ 15Kms of roads constructed to Tarmac level by year 2018

4.2.11.2 Strategies

- Staff trained on HIV AIDS Infection
- Distribute Condoms per construction projects
- Timely preparations of road inventory, condition survey (ADRICS) and traffic survey as well as preparation of bill of quantities
- Adhere to procurement processes

4.2.11.3 Performance Indicators

- Number of staff trained
- Number of Condoms distributed per construction projects
- Number of Kms improved under periodic maintenance
- Number of Kms of roads improved under sport improvement
- Number of Kms of roads improved under routine maintenance
- Number of bridges constructed
- Number of lines culverts constructed
- Number of Kms of roads rehabilitated
- Number of Kms of tarmac roads constructed

4.2.12 Strategic objective 12

- Enhanced, sustained and effective implementation of the National Anti – corruption
- Enhanced good governance and administrative services
- Improve services and reduced HIV/AIDS infections

4.2.12.1 Election

Key Targets

- ✓ Education services on HIV/AIDS improved to 100 UDC staff by 2018
- ✓ 91 villages 31 ward and 2 constituents have political leaders by 2018
- ✓ Number of cases attended (both for and against the Council and village)
- ✓ All contract and other matter relating to it to be stored in a safe place
- ✓ Conduct of training had prepared all by laws for distribution
- ✓ Bills for those by laws to be available for discussion and approval

4.2.13.3 Performance Indicators

- Number of law and other directives distributed to the intended person
- Village enacted their by laws
- Election conducted in grass root level
- Prepare various radio programs to enable citizen understand their right, duties and responsibilities
- Existing of storage facilities and documents
- Existing number of By Laws
- Number of bylaws to be enacted

4.2.14.1.Strategic objective 14

- Improved service and reduces HIV/AIDS infections
- Increased quantity and Quality of social services and infrastructure

Key Targets

- ✓ Facilities to Finance department operate effectively and efficiently
- ✓ In place by June, 2018
- ✓ Facilities to enable PMU unit staff to operate effectively and efficiently in place by June 2018
- ✓ June 2018
- ✓ Facilities to enable audit unit staff to operate effectively and efficiently in place by June 2018
- ✓ June 2018
- ✓ Facilities to trade unit operate effectively and efficiently
- ✓ In place by June 2018
- ✓ Revenue points in the district established by June 2018
- ✓ All levels development projects audited by June 2018
- ✓ Procurement regulations, act and principals aware at all level by June 2018

4.2.14.2 Strategies

- Purchases office stationeries, computer facilities, printers
- Purchases office stationeries, computer facilities, printers
- Purchases office stationeries, computer facilities, printers
- Purchases office stationeries, computer facilities, printers
- Increase revenue points
- Supervise and audited projects
- Adhere on procurement process

4.2.14.3 Performance Indicators

- Number of office facilities purchased
- Number of office facilities purchased
- Number of office facilities purchased
- Number of office facilities purchased
- Number of revenue points established
- Number of projects audited reports

4.2.15 Strategic objective 15

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

4.2.15.1. Information Technology and Mass Communicatin

Key Targets

- ✓ 1 must constructed at Mtimbira by June 2018
- ✓ 20 Redio live promotions constructed by 2018
- ✓ Increase redio revenue through attracting 15 clients by 2018
- ✓ 1 Library of information nad photographs for UDC events established by 2018
- ✓ Magazines for UDC news stablished by 2018
- ✓ 1 UDC Website launched by 2018
- ✓ Financial Online System Maintained
- ✓ Human capital information online system maintained
- ✓ Computer Internal network (Intranet) LAN communication established by 2018
- ✓ Computer External Network (Private) Online communication established
- ✓ UDC Information Communication Technology Policy established and maintaining by 2018

4.2.15.2. STRATEGIES

- Mobilize fund from Central Governmen

- Mobilize fund from different stakeholders
- Disseminate radio profile to different companies and Government
- Mobilize fund from publication from own source and sponsors
- Mobilize fund from own source and other stakeholders who will be benefited with website
- Mobilize fund from own source and central Government
- Mobilize fund from own source and central Government
- Mobilize fund from own source and central Government
- Mobilize fund from own source and central Government
- Mobilize fund from own source and central Government

4.2.15.3 Performance Indicators

- 7 divisions receive Radio programs
- Good relationship between listeners and Ulanga fm
- Number of advertisements and revenue increased
- Presence of Library
- Number of magazine established
- Presence of Website
- Presence of Financial online system
- Presence of Human Capital Information Online System
- Presence of computer Internal Network (intranet) LAN
- Presence of Computer External Network (Private) Online Communication
- Presence of UDC Information Communication Technology Policy

4.2.16 Strategic objective 16

- Increased quantity and quality of social services and infrastructure
- Enhanced, sustained and effective implementation of the Nation Anti-corruption strategy
- Enhanced good Government and administrative services

4.2.16.1. Internal Audit

Key Targets

- ✓ Risk management and control financial and non-financial by June 2018
- ✓ Resources are acquired economically, used efficiently and protected adequately by June 2018
- ✓ Departments consultation on defining, identifying and controlling risks

4.2.16.2. Strategies

- Interaction with various government groups and regulator bodies
- Train on public procurement ACT of 2004 and public procurement regulation of 2005 from village government level to District level

- Strengthen value for money auditing on development projects

4.2.16.3 Performance Indicators

- ✓ Employees action comply with policies, rules, procedures and applicable laws and regulations, Contracts on projects are managed and accomplished timely
- ✓ Quality and continuous improvement are fostered in the organization control process
- ✓ Improve management control, profitability and organization image

4.2.17 Strategic objective 17

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

4.2.17.1 Procurement Management Unit

Key Targets

- ✓ Primary and secondary school, capacitated with procurement procedure by 2018
- ✓ HODs capacitated with procurement procedures by 2018
- ✓ WEOs and VEOs capacitated with procurement procedures by 2018

4.2.17.2 Strategies

- Train PPA 2004 and its regulations of 2005
- Conduct indoor consultation
- Interact with regulatory body

4.2.17.3 Performance Indicators

- Number of employees trained and complies with procurement and regulatory procedures

4.2.18 Strategic objective 18

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

4.2.18.1 Cleaning and Environment

Key Targets

- ✓ 50 staff employed by June 2018
- ✓ 1 office established by June 2018
- ✓ 1 vehicle, 20 motorcycles and bicycles procured by June 2018
- ✓ Raise percentage of households with improved toilets from 64% to 80% and solid waste disposal from 20% to 50% by June 2018
- ✓ Establish and Enforce Council by law for Environmental sanitation conservation and protection by June 2018

4.2.18.2 Strategies

- Recruit and employ 50 staff
- Allocate staff according to the need
- Establish staff retention mechanism
- Contract/ hire 1 office and equip it with furniture
- Liaise with procurement department
- Reach households for routine inspection
- Arrange sanitation campaigns
- Survey and obtain suitable land for waste disposal
- Outsource solid waste management services in small towns
- Maintain sanitation and environment management in Public premises
- Construct and maintain Public Toilets in Public premises
- Carry out sanitation competitions
- Lease with lawyers
- Prepare draft
- Submit to legal meetings for discussion and approval

4.2.18.3 Performance Indicators

- Number of staff employed
- Office established
- Number of motorcycles and bicycles and vehicle purchased
- Percentage of solid waste properly managed
- Bylaws established

CHAOTR FIVE

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

5.1 Implementation

The District Executive (DED), WHO IS THE Chief Executive Officer of the council, shall be responsible and accountable for the implementation of the Ulanga District Council Strategic Plan (2013/201- 2017/2018). The DED with the support of the management shall regularly report to the Full Council with regard to the Plan implementation and its over performance.

Since this Strategic Plan cuts across all mission activities of the Ulanga District Council institutional structure, it is advisable that a planning Department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Departments and Unit/Sections shall be responsible for the day to day implementation of the Strategic plan with a help within hand from the key heterogeneous stakeholders from within and outside the district

5.2 Monitoring

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

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

- Determine whether implementation is focused on the fulfillment of the mission of the Council
- Facilitate review of the implementation process
- Facilitate feedback to management which is necessary for decision making
- Ensure that objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- Ensure that financial disciplines as a cornerstone for proper and prudent use of resources is sustained. Monitoring reports shall be prepared quarterly, semi- annually and annually and shall be the head of the planning Department to the organs representing the UDC Community such as the CMT and Full Council. In order that the progress reports

presented are adequately informative, precise and therefore credible, Table 4.1 shall guide the format of the progress reports.

Table 4.1: Example of quarterly progress report

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

A part from reporting at the various Council committees, there shall be one internal review meeting annually, bringing together the representative of all internal stakeholders to review the strategic plan implementation process. Once in two years, these meetings will also involve external stakeholders. These meetings together with the discussions in various committees will provide opportunities, to enhance awareness and ownership of the strategic plan.

5.3 Evaluation

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

Specifically, the evaluation of the UDC Strategic Plan (2013/2014-2017/18) shall largely aim at:

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

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

5.4 Review

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

5.5 Accountability, Assumptions and Risks.

5.5.1 Accountability

In achieving the vision, mission, strategic objectives and targets of Ulanga District Council's strategic plan the issue the accountability is a prerequisite aspect. Accountability is the expectation that each employee will accept credit or blame for results achieved in performing assigned tasks. Employees are expected to report the results of their work. This feedback enables management to determine whether effective decisions are being made and whether tasks are being performed properly. Accountability always flows from the bottom up. The implementation of this strategic plan requires proper and wisely utilization of financial, human and material resources. This demands that staff in Ulanga District Council will have to take responsibility and be accountable for their use of resources. The strategy implementation depends significantly on how the planned activities and outputs are effectively delegated, monitored and evaluated. The each department, sections and Units in collaboration with Planning and Coordination department will be responsible for general monitoring and evaluation of the implementation and prioritization of the projects to be undertaken. The heads of departments, Sections and Units will be responsible for the day-to-day implementation, monitoring and evaluation of actual performance.

5.5.2 Assumptions and Risks

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

- Continued conducive political and socio-economic environment

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

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

