

NYANG`HWALE DISTRICT COUNCIL STRATEGIC PLAN

2015/16 - 2019/20

CHAPTER ONE: INTRODUCTION AND BACKGROUND INFORMATION

1.0 Introduction

1.1 Background Information

The Nyang`hwale District Council Strategic Plan covers five years period from 2014/15 - 2018/19. In the process of developing this strategic plan, the Nyang`hwale District Council in collaboration with key stakeholders including the Ministry of Finance (MoF), Political parties, Development Partners (DPs), Media, Non-Governmental Organizations(NGOs), Trade Unions, Religious Institutions, Financial Institutions, Business Community and the Citizens in general in Tanzania undertook a detailed situation analysis which included Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. This was done in a consultative process which is summarised in the Methodology Chapter. The Analysis identified a list of critical issues which formed the basis for reviewing and developing the current vision, mission objectives, strategies, targets and performance indicators for the next five years.

The review process took into account the following national development frameworks: - Sustainable Development Goals (SDGs) Tanzania Development Vision 2025; Five Year Development Plan (FYDP), 2016/17-2020/21 and Sector Policies and Strategies. The objective of this Strategic Plan document is to provide a roadmap for achieving Nyang`hwale District Council Vision and Mission.

This Strategic Plan is expected to be the main guiding framework for the strategic development of the Council in line with the major goal of Local Government Reform Programme which is to improve the quality of and access to public services provided through or facilitated by local government authorities. This Plan has paid attention to service delivery in the key service areas of the council including education, health, agriculture, works and water. Consequently, these service key areas had been embedded and mainstreamed into 8 key priority areas in the plan framework which include Community participation, Increasing standard of living of the

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community, Gender balance and sensitivity, Environmental Conservation and protection, Transparent and accountability, HIV/AIDS prevention, Anti-Corruption strategies, Effective and efficiency management of resources (Human & Financial).

1.2 Purpose of the Plan

The strategic planning process was meant to serve the purpose of shaping institutional direction for the Nyang'hwale District Council and provide long term strategic vision aimed to enable the existing governance structures within the District Council to make broad decisions on development, deployment and configuration of the resources within the changing environment and fulfill stake holder's expectations. This is in line with the organizational mandates for the Nyang'hwale District Council in the implementation of national goals.

The strategic plan will enable the local Government Authority(LGAs) and Nyang'hwale District Council to improve performance and service delivery, facilitate creation of more relevant institutional structures, increase levels of institutional, departmental, and individual accountability, improve transparency and communication between management, employees, clients and other stakeholders, and establish priorities for efficient and effective resource allocation of the District Council. The plan creates a challenging, change-oriented and creative environment for the Local Government Authority (LGA) and Nyang'hwale District Council.

To that effect, this Strategic Plan aims to:

- Inform stakeholders on the strategic actions that will be undertaken in Nyang'hwale District Council over the period of five years (2015/16-2019/20);
- Provide a roadmap that will guide the interventions envisaged by all actors within the District Council in a coordinated manner towards a known destination; and

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- Provide mechanisms to enhance high quality service delivery to citizen within the Nyang`hwale District council proximity through outstanding excellence in pursuing institutional mandates by all stakeholders.

It is expected that the plan will be a useful tool in the MTEF preparation process through policy consideration and prioritization of targets and activities as well as allocation of resources. It also establishes a basis for performance monitoring and evaluation and serves as a tool that links Nyang`hwale District Council with other stakeholders.

1.3 Methodology

The Strategic Plan has been developed in accordance with the Medium Term Strategic Planning and Budgeting Manual (MTSPBM) issued in 2007 by the President`s Office Public Service Management (POPSM). MTSPBM is the guiding framework for planning and budgeting in Tanzania. The Plan was prepared using participatory approach involving all stakeholders in Nyang`hwale District Council. The review process made reference to Sustainable Development Goals (SDGs), Tanzania Development Vision 2025; Five Year Development Plan (FYDP), 2016/17-2020/21 and Sector Policies and Strategies.

The participatory process used in developing this strategic plan deployed a combination of three main consultative methodologies namely, literature review, consultations with Nyang`hwale District Council officers and other stakeholders.

A critical review of macro-policies, sector policies, laws and regulations, LGAs strategies and plans was done to identify areas which require strategic actions to improve the performance of the Local Government authority(LGAs) and Nyang`hwale District council. The review was followed by a consultative process which used both individual and focused group discussions guided by a pre-designed checklist to solicit stakeholders` opinions as to how best the Nyang`hwale District Council should be repositioned to improve overall performance.

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The process of developing this plan involved undertaking situational analysis which involved self assessment, stakeholders analysis, Strengths and Weaknesses, which are internal to the Nyang’hwale District Council, as well as, identifying Opportunities and Challenges which are external to Nyang’hwale District (SWOC Analysis). The situational analysis came up with areas for improvement and critical issues that need to be addressed in the plan and hence formed the basis for developing the objectives. The Nyang’hwale District technical team which involved selected staff members from the council and other stakeholders from outside the council then developed vision, mission, distinctive competences, core values, objectives, and strategies.

1.4 Layout of the Plan

This Strategic Plan consists of four chapters:- Chapter one, which provides introduction, purpose, methodology, and layout of the Plan; Chapter two, which presents situation analysis, which provides mandates, roles and functions, vision, mission and core values of the plan, SWOC, Chapter three, provides vision, mission, core values, objectives, strategies, targets and key performance indicators whilst Chapter four presents the result framework which contains the planned outcomes, the monitoring plan, the planned reviews, the evaluation plan and the reporting plan. It also contains two appendices namely:- Appendix 1: organizational chart.

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CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

This chapter presents the mandate, power, roles, functions and history. Also the chapter provides results of stakeholder analysis, Strengths, Weaknesses, Opportunities and Challenges before identifying recent initiatives and critical issues or areas for improvements.

2.2 Mandate

The Nyang’hwale District Council was established under section 8 and 9 of the local government (District Authorities) Act, Cap 287, RE 2002.

2.3 Major Roles and Functions

According to the Local Government Authority (District Authorities) Act; Cap 287, RE 2002.

Nyang`hwale District Council is entrusted with the roles and functions to;

- Maintain the law, order and good governance
- Promote economic and social welfare of the people in their jurisdiction.
- Ensure the effective and equitable delivery of qualitative and quantitative services to the people within their areas of jurisdiction
- Formulate, coordinate and supervise the implementation of all plans for economic, industrial and social development in their areas of jurisdiction.
- Monitor and control the performance of duties and functions of the council and its staff.
- Ensure the collection and proper utilization of the revenues of the council
- Make by-laws applicable throughout their areas of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction.
- Ensure, regulate and coordinate development plans, projects and programmes of villages and township authorities within their areas of jurisdiction.
- Regulate and monitor the collection and utilization of revenue of village councils and township authorities, and

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- Subject to the laws in force, doing all such acts and things as may be done by a people's government.

2.4 Stakeholders Analysis

Stakeholder analysis was conducted by involving various stakeholders of Nyang’hwale District Council. The analysis covered various stakeholders working closer with Nyang’hwale District Council, stakeholders expectations and impacts of not meeting the expectations. The Table 2.4 below presents the findings;

Table 2.4: Stakeholders Analysis

SN	STAKEHOLDERS	STAKEHOLDERS EXPECTATIONS	IMPACTS OF NOT MEETING THE EXPECTATION
1	Political Parties	<ul style="list-style-type: none"> • Political parties are responsible for keeping peace and order. • Timely submission of accurate information and data. • Good governance and accountability • Involvement in development activities 	<ul style="list-style-type: none"> • Lack of political will which may lead to poor acceptance of Projects/programs by the community. • Loss of trust to the Government.
2	Non -Governmental Organizations (NGOs)/ Community Based Organizations (CBOs)	<ul style="list-style-type: none"> • Timely and accurate delivery of information. • Clearly defined registration procedures. • Clarification of policies and guidelines. • Good governance and accountability. 	<ul style="list-style-type: none"> • Poor participation in development activities. • Failure to adhere to rules and regulations

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3	Business Community	<ul style="list-style-type: none"> • Conducive investment and business environment. • Timely issuance of various licenses. • Timely payments for goods and services rendered. • Clarification and timely issuance of policies and guidelines. • Good governance and accountability 	<ul style="list-style-type: none"> • Delayed investment and trade • Poor response of new investments and trade • Poor service delivery from the Business community • Low revenue collection
4	Trade Unions	<ul style="list-style-type: none"> • Good remuneration package. • Timely promotions. • Training opportunities. • Prompt payments of rights and benefits. • Conducive working environment. • Harmonious working relationship. • Timely payments of contributions. • Timely and accurate information. 	<ul style="list-style-type: none"> • Workers strikes • Lack of commitment due to lack of work morale • Poor service delivery • Pilferages • Poor creativity and productivity • Industrial Conflicts • Membership density decline
5	Religious institutions	<ul style="list-style-type: none"> • Peace and Harmony • Free society from poverty 	<ul style="list-style-type: none"> • Poor participation in development activities.

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6	RS	<ul style="list-style-type: none"> • Timely implementation of expertise advices • Improvement of Creativity on provision of social services 	<ul style="list-style-type: none"> • Poor service delivery. • Lack of creativity. • Poor performance. • Institutional conflicts
7	MOF	<ul style="list-style-type: none"> • timely submission of reports and directives • efficiently and effective implementation of plans and projects 	<ul style="list-style-type: none"> • Late in decision making • Untimely disbursement of budget
8	Development Partners (DP	<ul style="list-style-type: none"> • Accurate information and data concerning District profile/potentiality • Increased District Council’s capacity to plan implement and monitor activities independently. • Financial accountability • Timely and accurate physical and financial progress reports of development projects • Timely feedback and recommendations. • Fair assessment and recommendations. • Timely issuance of work permits • Qualified, skilled and competent 	<ul style="list-style-type: none"> • Late/refraining from releasing funds • Late decision making • Withdraw of assistance • Lack of trust

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		<p>personnel</p> <ul style="list-style-type: none"> • Transparency and accountability 	
9	Financing institutions	<ul style="list-style-type: none"> • Conducive • Investment and • Business • Environment. • Timely issuance of various licenses. • Timely payments for goods and services rendered. • Clarification and timely issuance of policies and guidelines. • Good governance and accountability. • Peace and order 	<ul style="list-style-type: none"> • Delayed investment and trade (Economic stagnation). • Poor response of new investments and trade. • Poor service delivery from the financial institutions. • Low revenue realization leading to low contribution to Regional GDP
10	Vulnerable groups	<ul style="list-style-type: none"> • Ensured life security. • Efficient and effective specialized service delivery. • Adherence to Human Rights principles. • Involvement in decision making and development activities. 	<ul style="list-style-type: none"> • Increased in number of unsecured persons/groups. • Increased Public outcry/complaints • Easy to lose confident. • Low opportunity to participate in decision making.
11	Mass Media	<ul style="list-style-type: none"> • Timely and accurate information • Good cooperation 	<ul style="list-style-type: none"> • Information gap. • Misleading the public which might lead to:-

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		<ul style="list-style-type: none"> • Recognition • -Peace and harmony 	<ul style="list-style-type: none"> • Civil strife, • Poor participation
12	Community	<ul style="list-style-type: none"> • Timely decision making and development activities • Peace and order • Efficient and effective services delivery • Accurate information on cause of action to take. 	<ul style="list-style-type: none"> • Poor participation in development activities. • Unguided public initiatives. • Civil strife. • Increased public complaints. • Poor coordination of community activities.

2.5 SWOC Analysis

SWOC Analysis was conducted as a means to scan both the internal and external environments for Nyang`hwale District Council. SWOC is actually a short form for Strengths, Weaknesses, Opportunities and Challenges. The analysis of strengths and weaknesses examined the internal environment while the analysis of opportunities and challenges considered the external environment analysis. For analytical purposes a total of seven thematic areas were used to guide the SWOC analysis. These included leadership, human resources, processes to deliver services, policy and strategies, financial management, technology and the community. The entire SWOC analysis has been summarized in the following Table 2.5.

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Table 2.5: SWOC Analysis

CRITERIA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Leadership/Management	<ul style="list-style-type: none"> • Existing of key qualified working department personnel and their immediate subordinates • Presence of committed political leaders • Legitimate capacity of NGHL DC to enact by Laws at Council to Village level 	<ul style="list-style-type: none"> • Absence of administration Blocks • Inadequate working tools • Incompetence to some of the leaders • Lack of training programme for leaders 	<ul style="list-style-type: none"> • Promising political will of the current government • Political tranquillity • Availability of training institutions 	<ul style="list-style-type: none"> • Unfriendly government policies which frustrates staff to execute their duties • Inadequate leadership and management skills • No succession plan practices executed by leaders
Human Resource	<ul style="list-style-type: none"> • Presence of clear Administrative set up from the grass roots (Hamlets to District Level) • Committed and dedicated human resource • Presence on Capital Human 	<ul style="list-style-type: none"> • Scarcity of Human Resources to many Departments especially skilled Health staffs, extension workers, teachers etc • Shortage of 	<ul style="list-style-type: none"> • Availability of training and career development opportunities • Development of Human Resource Development(HRD) Strategy • Use of OPRAS 	<ul style="list-style-type: none"> • Uncertainty of funding • Competition with other employers • Threat of HIV/AIDS • Delay in getting recruitment permission • Ghost workers

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CRITERIA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
	management information system (CHMIS)	qualified and experienced staff • Inadequate office accommodation and working tools	to measure staff performance • Motivation to staff who performed well	problem
Processes to deliver services	<ul style="list-style-type: none"> • Presence of qualified Personnel in all Units and Departments. • Ability to offer tender and high quality service • Accountability and transparency 	<ul style="list-style-type: none"> • Untimely payment to service providers • Shortage of staff • Inadequate working tools • Inadequate database management system 	<ul style="list-style-type: none"> • Availability of TUGHE • Availability of PPRA manual 	<ul style="list-style-type: none"> • Long asset disposal procedure • Long approval procedure of the revised staff Regulations
Policy and strategies	<ul style="list-style-type: none"> • Presence of directives, rules and regulations governing operations and supervisions of development activities 	<ul style="list-style-type: none"> • Inability to implement fully District plans 	<ul style="list-style-type: none"> • Room to give comments for policy adjustments and advocacy • Involvement of the community in policy 	<ul style="list-style-type: none"> • Incorporation of the comments given by the community to the newly formed policy • Developed policies doesn't

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CRITERIA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
	<ul style="list-style-type: none"> Strong commitments and Team work of planning staffs 		formulation <ul style="list-style-type: none"> Training on policy formulation to citizens Capacity building to staff on Strategic plan development 	respond to community needs
Financial Resources	<ul style="list-style-type: none"> Ability to collect revenue from its/her own sources through –out the District and affect expenditure accordingly as budgeted Presence of well qualified Finance, Business and Personnel in Finance and Trade Department 	<ul style="list-style-type: none"> Inadequate finance resources finance planned activities due to unreliable revenue sources(esp. Council own sources) Absence of financial management system (EPICOR) 	<ul style="list-style-type: none"> Government commitment to fund district council budget Commitments of some of Development Partners (DPs) to fund activities Room for collaboration with other institutions/dis tricts Availability of government 	<ul style="list-style-type: none"> Uneven flow of funds from stakeholders and government Competitions from other institutions Inadequate and late disbursement of funds of development project from the Ministry of Finance

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CRITERIA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
			subvention	
Technology	<ul style="list-style-type: none"> • Availability of modern technology in the market • Regular training to staffs to overcome changing technological development 	<ul style="list-style-type: none"> • Communication linkage between District Council, Region and National centre is unreliable • Lack of servant staffs in department of information system and technology 	<ul style="list-style-type: none"> • Presence of internet facilities • Flexibility of using project funds to hire cars • Availability of new technology in the market 	<ul style="list-style-type: none"> • Unreliable internet connection • Unavailability of modern electronic equipments for office use
The community	<ul style="list-style-type: none"> • Flexibility on following rule and order from the Government. • Strong and energetic youth working force 	<ul style="list-style-type: none"> • Community reluctance in contributing development activities • Low education level status 	<ul style="list-style-type: none"> • Availability of investment opportunities in agriculture and mining sectors 	<ul style="list-style-type: none"> • Low level of education and investment capital for most of the citizens

From the SWOC analysis and guided by the Medium Term Strategic Planning and Budgeting Manual (MTSPBM) which was issued by the government in 2007, **eight major critical areas** were prioritized to require strategic interventions in the five years of implementing this plan.

These include:

- Road sector

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- Agricultural sector
- Strengthening Participatory Planning Methodology
- Strengthening good governance and rule of law
- Water Sector
- Health Sector
- Education, and
- Cross-cutting issues(Climate change, HIV/AIDS and Gender)

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CHAPTER THREE: THE PLAN

3.1 Introduction

While developing this strategic plan, it was important to develop a common understanding among key players on the issues of vision and mission statements as well as organizational core values. The developed understanding is presented in this section plus the vision, mission statements and core values that will guide Nyang`hwale District Council in the coming five years of implementing this strategic plan.

A vision statement is about what the organization wants to become. All members of the organization should be able to identify with it and it should help staff feel proud, excited, and be part of something much bigger than them. A vision should stretch the organization's capabilities and image of itself. It gives shape and direction to the organization's future. Effective vision statements are clear, concise, catchy and memorable.

When properly constructed, a mission statement should provide a clear and concise description of an organization's overall purpose. A mission statement should answer three questions: What do we do? , How do we do it? For whom do we do it? This can enable large groups of individuals to work in a unified direction toward a common cause. A good mission statement is compelling, passionate, and energizing. It should be risky and challenging but also achievable.

Organizational values define what the organization stands for as core rules in running business in the organization which should not be compromised. They provide the bounds or limits of how the employees will conduct their activities while carrying out the vision and mission. They are statements about how the organization will value customers, stakeholders and the internal community. Once defined, the values that are important to the organization should be reflected in everything that is done by the organization.

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The Vision and Mission statements for Nyang`hwale District Council together with the core values are summarized herein.

3.1.1 Vision

“To become a District Council with a society living free from poverty, illiteracy, diseases and which practice peace and tranquility”.

3.1.2 Mission

“To promote quality service delivery and efficient infrastructure that provides fair returns to stakeholders in a regulated environment that enhances productivity, efficiency and governed by compliance and sustainability principles”

3.2 Core Value

In providing high quality and timely services delivery to its stakeholders, Nyang`hwale District council shall be guided by the following core values:

- **Professional excellence**

We strive to develop and pursue higher standards of creativity, innovation, and risk-taking.

- **Customer-care**

We strive to ensure delivery, and support services respond to inquiries, requests, and concerns in an appropriate and timely manner.

- **Results-oriented**

We judges things/work on the base of result instead of actual action.

- **Accountability**

We demonstrate responsibility to our action, by ensuring our work adds value to the District.

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- **Transparency**

We being honest about what we do, how we do it and the challenges we face, we are open to challenges, to discussion and improving how we work to reflect our value.

- **Integrity**

We observe and maintain high standards of ethical behavior and the rule of laws.

- **Team Work**

We value team work, putting together diverse expertise to achieve our goals.

- **Participatory Focus**

Our leadership is mult-stakeholders collaboration across public and private sector.

3.2 Strategic Objectives (SO), Rationale Strategies, Targets and Key Performance Indicators

The Strategic Plan Matrix for Nyang’hwale District Council is presented based on its Strategic Objectives from which the area of operation or department concerned is identified with its strategic objective. The following tables present the strategic objectives, targets, strategies and the key performance indicators of each sector/department.

3.2.1 HEALTH SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
HIV/AIDS infections reduced and supportive services improved	<p>a. 100 % NDC staff sensitized to undergo voluntary HIV/AIDS counseling and testing by 2020</p> <p>b. HIV and AIDS programmes implemented by June, 2020</p> <p>c. HIV and AIDS preventive interventions implemented by June, 2020</p>	<ul style="list-style-type: none">• Strengthen program to fight against the spread of HIV/AIDS• Implement mechanism to support Staff Living with HIV/AIDS (SLHIV), and• Facilitate care and supportive services to NDC staff living with HIV/AIDS	<ul style="list-style-type: none">• Perception of staff on quality of HIV/AIDS supportive services; and• % of staff attending voluntary HIV testing.

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	d. Care and supportive services to NDC staff living with HIV/AIDS facilitated by June,2020		
Quality and equitable social services delivery and access improved	<ul style="list-style-type: none"> • Number of Dispensaries increased from 13 to 17 by 2019 • Health centers increased from 02 to 04 by 2018 • Sanitary facilities increased from 26 to 35 by 2020 • Pits -Incinerators increased from 8 to 15 by 2020 • Mortuary building at Health facility increased from 0 to 02 by 2020 • Kitchen building at Kharumwa health centre facilitated from 0 to 1 by 2020 • Solar system at health centres increased from 7 to 15 by 2020 • Construction of fence at 	<ul style="list-style-type: none"> • Mobilize Community to build one dispensary per financial year • Incorporate into budget to support community to finish up one dispensary per financial year • Upgrade 2 dispensaries to be health centers by June, 2018 • Budget for renovation of the two upgraded dispensaries • Budget for construction of two incinerators per financial year • Budget for mortuary equipments per financial year so as to finish mortuary building • Involve various stakeholders 	<ul style="list-style-type: none"> • Number of Physical health facilities constructed and in use • Maternal mortality rate • Malaria prevalence rate • Qualified health service staff • Social welfare service delivery system in place

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>Kharumwa facility from 0 to 2 by 2020</p> <ul style="list-style-type: none"> • Rain water harvesting tanks increased from 10 to 15 by 2020 • Quality of primary health care and access of health care promoted from 24% to 32% by 2020 • Maternal mortality rate reduced from 179/100,000 to 170/100,000 by 2020 • Under five years children mortality rate reduced from 2/1000 to 1/1000 by the year 2020 • Malaria prevalence reduced from 28% to 24% by the year 2020 • Detection rate of Tuberculosis increase from 7% population to 9.9% population by the year 2020 	<p>to build mortuaries at two health centres</p> <ul style="list-style-type: none"> • Make sure the construction of kitchen building is budgeted • Budget for installation of three solar system per financial year • Seek help from various stakeholders to acquire and install solar system per financial year • Budget for construction of fence per financial year • Produce 2 rain water harvesting tank per financial year • Construct 12 Dispensaries nearby communities • Construct 2 Health Centres nearby communities • Increase number of qualified 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> • Use of ITNS by pregnant mothers increased by 2020 • Emergency reproductive health services and Blood transfusion and operation theatre facilities improved by 2020 • Liquid waste disposal improved from 15% liters to 17% liters by the year 2020 • Solid waste disposal improved from 65% tones to 85% tones by the year 2020 • Prevalence of Leprosy reduced from 70% population to 40% population by the year 2020 • Working environment and physical health facilities improved by the year 2020 • Number of qualified health service staff increased from 48 to 60 by 2020 • Skills to 130 health service 	<ul style="list-style-type: none"> health staff • Acquire three ambulances and two motor vehicles for supportive supervision • Conduct health education of RCH and pediatric ward. • Conduct out mobile and out reach • Screen pregnant mothers • Apply of IRS to the community(20,312 house hold) • Apply laticides in (4)four centres • Increase number of TB dispensaries • Sensitize(health) education to be provided to the community • Early diagnosis and treatment of all cases • Provide health education to 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>staff of different cadres improved by 2020</p> <ul style="list-style-type: none"> • Monitoring and evaluation of Health service delivery improved by 2020 • Community Health Boards and Health facility committees meeting empowered at all level by 2020 • Awareness to 130 health staffs on good governance and anti-corruption improved by 2020 • Skills on Childhood illness management to 120 health service providers Improve by 2020 • Communication system between health facilities improved by 2020 • Social Welfare and service delivery improved by 2020 	<p>the community and pregnant mother on the use of ITNs throughout the year in 15 wards</p> <ul style="list-style-type: none"> • Renovate theatre room at Kharumwa H/C and build theatre room at Nyang`hwale H/C within its operating equipments • Insist community to build soakage pit • Increase budget for refusal motor vehicle • Provide health education to the community on Leprosy • Request the ministry of social welfare to recruit more health staff through PE • Conduct supportive supervision to all health facilities • Conduct mentorship and coaching 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		<ul style="list-style-type: none"> • Strengthen supportive supervision to all health facilities • Ensure existence of health facilities with functional facility to Avery committee • Provide education to health staffs through meetings on the public service act, negative impact on corruption • Conduct on job training • Conduct supportive supervision to all HF • Procure 2 mobile ambulances. • Procure 1 radio calls and maintaining 1 ambulances and 1 phone calls • Ensure each staff works against targets. • Prepare personal Emoluments budget(PE) 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		annually	

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3.2.2 ADMINISTRATION AND HUMAN RESOURCES

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
<p>Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained</p>	<p>a. NDC anti-corruption action plan for preventing and combating corruption within NDC developed by 2017;</p> <p>b. Integrity committee re-established and facilitated to execute its mandate by June, 2018; and</p> <p>c. All NDC staff sensitized on Anti-corruption by June 2019.</p>	<ul style="list-style-type: none"> • Develop action plan to prevent and combat corruption within NDC; and • Strengthen capacity building to NDC staff on anti-corruption. 	<ul style="list-style-type: none"> • Perception of the stakeholders on corruption within NDC reduced; • Number of corruption incidences reported; and • Number of employees sanctioned for involvement in corrupt practices.
<p>Good governance and administrative services enhanced</p>	<ul style="list-style-type: none"> • Human Resources Management and Administrative matters provided by June, 2020 • Servant skills and competence of 1033 to level required managing and performing the roles and functions of the council effectively and efficiently improved by June, 2020 	<ul style="list-style-type: none"> • Prepare human resources assessment through employment performance. • Ensure compliance of professional ethics and code of conduct • Improve skills to council staff through on job training and off job training • Ensure council staff welfare through promotion and 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		confirmation on time <ul style="list-style-type: none"> • Ensure each staff works against targets. • Prepare personal Emoluments budget(PE) annually • Use district council personnel budget 	
Social welfare, gender and community empowerment improved		<ul style="list-style-type: none"> • Preparations of refresher courses as well as further studies in Public Administration 	

3.2.3 PRIMARY AND SECONDARY EDUCATION SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
Quality and equitable social services delivery and access improved	<ul style="list-style-type: none"> • Pre primary school education to all children aged 5-6 years by 2020 • All children aged 7-13 years enrolled for primary education by 2020 • Drop out from 10% to 5% reduced by 2020 	<ul style="list-style-type: none"> • Establish pre-primary education in every primary school • Employ qualified pre primary teachers • Create awareness to parents on the important of nursery education 	<ul style="list-style-type: none"> • Enrolment rate • Illiterate rate • Dropout rate

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> • Train Pre- primary education teacher`s on various skills by 2020 • Pass rate of primary education student increased from 61% to 95% by 2020 • Sports and games enhanced by 2020 • Number of secondary schools increased from 10 to 12 by 2020 • Quality of secondary Education improved by 2020 • Advanced secondary schools established by 2020 • Enrolment rate of form I increase from 78% to 98% by 2020 • Performance of CSEE and FTSEE student increased from 70.4% to 80% and 75% to 86% respectively with 	<ul style="list-style-type: none"> • Establish pre-primary education in every primary school • Employ qualified pre primary teachers • Create awareness to parents on the important of nursery education • Ensure all children attended nursery school join standard one in every year. • Ensure all 7-13 children join standard one • Divide villages and construct schools in order to reduce distances to school • Use by laws effectively so as to ensure parents put close follow up against the attendants of their children • Initiate nutrition program at schools to all pre and 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>pass of Distinction– credit by 2020- REPHRASE THESE TARGETS</p> <ul style="list-style-type: none"> • Illiterate rate of adults aged 19-40 reduced from 25.2% to 5.2% by 2020 	<p>primary pupils</p> <ul style="list-style-type: none"> • Train 204 pre-primary education teachers • Employ qualified pre primary schools teachers • Ensure TRC is efficiently utilized • Recognize best teachers and pupils to promote morale • Provide various training to teachers • Ensure regularly schools inspection are done • Provide quality test and internal examinations • Exercise new methods and teachings practice • Increase community participation at all levels • Create awareness to community on the need of 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		<p>constructing schools for their children</p> <ul style="list-style-type: none"> • Cooperate with development stakeholders and private partners to invest on education sector • Prepare a budget at final stages of buildings • Strengthen teachings and learning materials to students • Provide positive reinforcement (awards and education tours) to teachers so as to increase teaching morale • Create conducive environment to both teachers and students through construction of teacher's houses and Hostels • Ensure a planned budget is used effectively in 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		<p>constructing class rooms, hostels, laboratories and offices at fishing level</p> <ul style="list-style-type: none"> • Enforce parents/guardian to bring their children to school after being selected to join form one. • Monitor the attendants of students in schools so that every students complete form four • Initiate special extra class to those slow learners • Provide more exercise and tests to students • Provide some rewards for teachers and students who did well in their subject • Initiate nutrition program to all secondary schools • Improve/establish Open Distance Learning(ODL) 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
<p>Social welfare, gender and community empowerment improved</p>		<ul style="list-style-type: none"> • Facilitate payment of statutory allowances, provision of treatment, Burial, house rent, Telephone and leaves expenses • Provide school requirement for those who are in school such as school uniform, exercise books 	

3.2.4 WATER SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
<p>Quality and equitable social services delivery and access improved</p>	<ul style="list-style-type: none"> • The proportion of rural population that has access within 400m to safe and clean water raised from 17% to 75% by 2020 • Water resources, environment and pollution control network strengthened from 19% to 78% by 2020 • Awareness to 12 (COWSOs) 	<ul style="list-style-type: none"> • Install water pipes and domestic points along Nyamtukuza-Bukwimba • Strengthen training for village water committees • Conduct training to all 12 COWSO's on the issue of environmental conservation • On job training through attending seminars 	<ul style="list-style-type: none"> • Number of rural population access clean water

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>Water User Groups (WUGs) on environmental protection, Hygiene and sanitation, gender equity created by 2020</p> <ul style="list-style-type: none"> • 8 department staffs’ trained in water resources management by 2020 • Community participation to 131 water sources enhanced by 2020 • District environmental committee strengthened by 2020 • Rehabilitation of dip tanks from 0 to 6 enhanced by 2020 • Construction and rehabilitation of water facilities to 62 villages enhanced by 2020 • Maintenance of 2 Piped water supply schemes enhanced by 2020 • 	<ul style="list-style-type: none"> • Rehabilitate 6 dip tanks in Nyakaswi village, Bukwimba, Kharumwa, Busolwa, Nyijundu, and Shabaka. • Install water pipes and domestic points along Nyamtukuza-Bukwimba • Construct 4 water tanks in Kayenze, Bukwimba, Nyarubele and Nyamtukuza • Renovate water points found in 62 villages • Regular maintenance of leakages found on pipes along Nyamtukuza to Bukwimba 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
Good governance and administrative services enhanced	<ul style="list-style-type: none"> The existing bylaws with regards to water sources enforced by 2020 	<ul style="list-style-type: none"> Strengthen by-laws regarding water resources at district levels 	

3.2.5 LEGAL AFFAIRS UNIT

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
Quality and equitable social services delivery and access improved	<ul style="list-style-type: none"> Rule of Law, accountability and transparency in 15 Wards adhered by June 2020 Legal staff facilitated to supervise and monitor legal activities by 2020 Safeguard the Council’s legal rights and enforcement of its by-laws by 2020 	<ul style="list-style-type: none"> Facilitate the appointment of the members of the Ward as well as Village Tribunals’ within Nyang’hwale District. Provide legal education to members of ward tribunals on resolving disputes arising from land and housing usages Inspect ward tribunals and its personnel. Empower ward tribunals’ personnel’s Train WEOs on the District and village by-laws enforcement. 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		<ul style="list-style-type: none"> • Conduct 2 days training to village • Represent the council in Courts of Law within) and outside the Councils’ jurisdiction.- REVIEW THESE STRATEGIES 	

3.2.6 LIVESTOCK AND FISHERIES SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
Increase quality and quantity of social services and infrastructure	<ul style="list-style-type: none"> • Rehabilitation of Vet centers from 0 to 2 and construction of 1 Vet center enhanced by 2020- <i>THIS IS NOT A TARGET</i> • Abattoir and construction of new Centers & dips and as well allied charco dams enhanced by 2020 • Construction of livestock markets by 2020 • Delivery of professional animal health services in 62 villages ensured by 2020 	<ul style="list-style-type: none"> • Rehabilitate 2 vet centers in Kharumwa and Nyang’hwale wards as stipulated in the FY budget, 2017/2018 • 15 charco dams (for 62 villages) and 1 new dips & 2 charco dams to be constructed. • 1 abattoir and 1 S/house, 3 S/slabs in urbanizing villages • Construct 3 livestock markets in Kharumwa, Busolwa and Nyang’holongo • 	

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3.2.7 WORKS AND FIRE SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
<p>Increase quality and quantity of social services and infrastructure</p>	<ul style="list-style-type: none"> • District and feeder roads which are accessible throughout the year from 200 (17%) km to 900 (80%) km improved by 2020 • Number of controlled construction of Residential houses from 210 to 1350 increased by 2020 • Number of controlled construction of Commercial houses from 45 to 400 increased by 2020 • Upgrade of 900km earth roads to gravel level by 2020 • Road maintenance of 1130km by 2020 • Community participation on road construction and management to 62 villages ensured by 2020 • Conducive working condition ensured by 2020 • Training of 6 departmental staffs on roads and building 	<ul style="list-style-type: none"> • Awareness to village leaders during the opening new feeder roads. • Massive road inventory and traffic count for district roads. • Good coordination with district land planners. • Create awareness to councilors and WEO on the importance of having controlled construction of residential/commercial houses • Traffic counts on roads. • Road inventory • Provide staffs with working facilities and tools like safety gears and office equipments. • Provide staffs through attending seminars and training • At least 2 staffs to be trained each year from a recognized institute 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	construction management by 2020 <ul style="list-style-type: none"> • Low cost of housing construction through the use of appropriate technology increased from 24% to 75% by 2020 	<ul style="list-style-type: none"> • VEO and village leaders’ participation on road constructions as well as management. • Mobilize the contractors to employ local labors 	

3.2.8 FINANCE AND TRADE SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
Increase quality and quantity of social services and infrastructure	<ul style="list-style-type: none"> • Revenue collection systems in place by 2020 • Revenue collection by laws in use by 2020 • Effective financial and expenditures control system in place by 2020 • Trade development increased from 1,500 traders (2014) to 4,500 by the end of year 2020- <i>(THESE ARE NOT TARGETS REVIEW ALL ITEMS)</i> 	<ul style="list-style-type: none"> • Review existing sources of revenue • Reduce council debts below 50% annually • Use of online revenue collection and data management system (Infinium Global Solutions Technology) • Ensure proper use of financial guidelines (LAFM, FA, PPA and PM) • Strengthen transparency in financial management 	<ul style="list-style-type: none"> • Access to social services • Revenue collection as per budget • Functional revenue collection system • Financial transactions adhered to budget and financial guidelines

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		control through use of EPICOR system • Train 2 staff skills in EPICOR system and store management	• Functional EPICOR • Number of new businesses

3.2.9 AGRICULTURE, IRRIGATION AND COOPERATIVES SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
Good governance and administrative services enhanced	<ul style="list-style-type: none"> • Establish SACCOS and SACAS in 15 wards by 2020 • Number of Cooperative staffs in a department increased from 01 to 05 by 2020 • Number of effectively operating co-operative societies increased from 48 to 87 by 2020 • Financial and management inspection to 135 Cooperative societies conducted by 2020 	<ul style="list-style-type: none"> • District council youth and women funds to create community awareness on the existence of financial institution and their conditions like SACCOS,SACAS • Use public meetings in villages (AGRIS) to sensitize community on the role and existence of financial institutions • Ensure existing cooperative societies are economically viable. • Sensitize potential members on the role of joining and 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>f. Rabies and animal bites controlled in 62 villages by 2020</p> <p>g. Provision of Voucher credit services to farmers enabled from 20% to 68% by 2020</p> <p>h. Good husbandry practices/flock husbandry, diseases control, marketing and management system ensured by 2020</p> <p>i. Agro-input outlets inspected from 5 to 15 shops by 2020</p> <p>j. Vaccination coverage to cattle increased from 0 to 100000 by 2020</p> <p>k. Vaccination coverage to dogs/cats increased from 200 to 10000 by 2020</p> <p>l. New and appropriate technologies disseminated by 2020</p> <p>m. Calves mortality rate reduced from 10% to 4% by year 2020</p>	<p>Agricultural inputs</p> <p>i. Creation of awareness to draft animal keepers in 12 wards</p> <p>k. Construct fish breeding infrastructures, including 8 fish breeding ponds</p> <p>k. Production and supplying of fish seeds to farmers</p> <p>i. Sensitize community the importance of fish farming</p> <p>i. Conduct more trainings about fish farming</p> <p>i. Sensitization of 200 dog and cat owners not to allow their animals straying.</p> <p>y. Schedule dogs vaccination annually</p> <p>y. Kill stray dogs in 12 wards</p> <p>i. Sensitize farmers on the role of voucher system.</p> <p>i. Ensure proper implementation of Voucher system to farmers</p> <p>i. Herd management and feeding of 200 pilot livestock</p>	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>n. Shoat’s mortality rate reduced from 10% to 5% by year 2020</p> <p>o. Chicken mortality rate reduced from 90% to 50% by year 2020</p> <p>p. Production of local Shoats milk increased from 0.5 liter to 1 liter by 2020</p> <p>q. Production of Chicken Eggs increased from 40 to 60 by 2020</p> <p>r. Production of Cattle milk increased from 2 liters to 8 liters by 2020</p> <p>s. Production of Chicken increased from 1kg to 3kg by 2020</p> <p>t. Dressed animal carcass Cattle increased from 150kg to 500kg by year 2020</p> <p>u. Production of Goat and Sheep increased from 15kg to 25kg respectively by 2020</p> <p>v. Cross-breeding activities improved from 0 pilot</p>	<p>keeping households especially dairy and beef cattle.</p> <p>k. Facilitate 20 piggeries in 12 wards.</p> <p>k. Mobilize and provide education for 30 selected farmers who keep sheep and goats.</p> <p>i. Sensitize intensive poultry production in 62 villages.</p> <p>i. Formation and registration of 4 livestock association’s cooperatives.</p> <p>i. Ensure that all Agro-input out lets shops are well coordinated with government services (Public Private Partnership Program- PPP)</p> <p>y. Schedule vaccination of cattle in 12 wards</p> <p>y. Schedule dogs and cats vaccination in 12 wards</p> <p>i. Sensitize and mobilize on the use of Agriculture</p>	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>villages to 5 pilot villages by 2020</p> <p>w. Re-introduction and promotion of livestock grading system enhanced by 2020</p> <p>x. Capacity building of 225 Cooperative members in understanding their rights and obligations by 2020</p> <p>y. Trained cooperative society leaders in supervision increased from 225 to 435 by 2020</p> <p>z. Appropriate handling and marketing skills of hides, meat, milk and livestock animals imparted by 2020</p>	<p>equipment/implement</p> <p>i. Link farmers with Agro equipment providers e.g. Suma JKT.</p> <p>i. Sensitize farmers on how to acquire loan related to Agro equipment.</p> <p>k. De-worming and vaccination of cows and calves in 12 wards</p> <p>k. Ensure sustainable availability of pasture and grazing areas in 12 wards</p> <p>i. De-worming and vaccination of goat and sheep in 12 wards</p> <p>i. Creation of awareness to 100 poultry keepers about chicken diets and vaccination in 12 wards</p> <p>i. Increase feedlot farms from 3 to 20 in 10 wards</p> <p>y. Provide herd health management services in feedlot farms</p> <p>y. Sensitize shoats keepers to</p>	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		<p>provide their animals with necessary drugs and vaccine.</p> <ul style="list-style-type: none"> i. Sensitize shoats keepers to provide their animals with necessary drugs and vaccine. i. Ensure sustainable availability of pasture and grazing areas. i. Assist poultry keepers to go for intensive production system from 0 to 5 farms in 5 wards. k. Ensure sustainable availability of pasture and grazing areas i. Sensitize animal keepers to provide their cattle with required vaccine and drugs i. Ensure availability of chicken vaccine and drugs in vet shops i. Sensitize poultry keepers to provide their chicken with required diets i. Initiate artificial insemination services and synchronization 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		<p>of breeding animals</p> <p>y. Ensure sustainable availability of pasture and grazing areas</p> <p>y. Sensitize animal keepers to provide their Goats and sheep with required drugs and vaccine</p> <p>i. Sensitize and create awareness about animal scores in 3 livestock markets (Kharumwa, Busolwa and Nyang’holongo)</p> <p>i. Effectively implement training and capacity building program</p> <p>i. Use cooperative societies’ income and expenditure budgets to train workers and board members.</p> <p>k. Train leaders and cooperatives members on the laws and by-laws using council plan</p> <p>l. Strengthen information sharing forum in operating</p>	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		<p>co-operative societies</p> <p>i. Promote agricultural and industrial products by conducting 02 exhibitions annually.</p> <p>i. Establish 04 sites of petty traders.</p> <p>i. Promote agricultural and forest produce in 15 wards.</p> <p>v. Improve 02 existing local market (Nyang’hwale central market, Soko la Kharumwa).</p> <p>v. Enable trade organization and community participation in globalization and technological charge.</p>	

3.2.10 PLANNING, STATISTICS AND MONITORING SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
Good governance and administrative services enhanced	<ul style="list-style-type: none"> • 80% accessibility and availability of working facilities by 2020 • Skills on planning techniques increased from 60% -95% by 2019 	<p>i. Procure 2 tables, 2 computers, 2 chairs and 1 photocopy machine</p> <p>ii. Conduct internal on job training on data collection tools, plan Rep and</p>	<ul style="list-style-type: none"> • Working facilities in place • Staff trained on planning techniques • Functional

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<ul style="list-style-type: none"> • Installation of community based management information system (CBMCRIS) to 62 villages by 2017 • Use of Monitoring and Evaluation system for 62 Villages, 15 Wards and 8 CSOs by 2020 	<ul style="list-style-type: none"> iii. Facilitate departmental staffs to attends seminars iv. Recruit 3 qualified staffs by 2019 v. Increase participation of stakeholders in planning, Implementation, monitoring and Evaluation from 20% to 80% by 2019. 	<p style="text-align: center;">CBMCRIS</p> <ul style="list-style-type: none"> • Monitoring and Evaluation system in place

3.2.11 COMMUNITY DEVELOPMENT AND SOCIAL WELFARE SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
Social welfare, gender and community empowerment improved	<ul style="list-style-type: none"> a. Transmission of HIV/AIDS reduced from 6.0% to 2.7% by 2020 b. Legal human and child rights enforced in all 62 villages by 2020 c. Support to vulnerable (Orphans, Widows, PLHA’s, Elderly HF, and Child HF) in 62 villages ensured by 2020 	<ul style="list-style-type: none"> • Prepare and conduct stakeholder dialogues against HIV/AIDS and outside the District. • Develop, distribute and conduct behavior change communication messages • Procure and distribute 184 cartons of condoms for the beneficiaries. 	<ul style="list-style-type: none"> • Number of complaints reported on service delivery • Number of cases reported • Incidences of gender issues reported

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>d. Data base system on low cost housing construction technology in the district established by 2020</p> <p>e. Financial support to women groups from 7 to 100, youth groups from 4 to 75 and vulnerable groups from 0 to 25 ensured by 2020</p> <p>f. Conducive working environment for 11 departmental staffs improved by 2020</p> <p>g. In and Out School youth programmes in 62 villages and 70 schools conducted by 2020</p> <p>h. Vulnerable groups to participate in decision making, planning and implementation from 20% to 60% by 2020</p> <p>i. Coordinate national ceremony days in all 62 villages by 2020</p> <p>j. Disseminate renewable</p>	<ul style="list-style-type: none"> • Promote HIV testing and counseling services • Conduct training to civil servants on life skills and HIV/AIDS situational analysis • Conduct community awareness on human and child right. • Facilitate local community members to enforce by-laws for human rights and child protection • Provide financial social relief to Orphans child HIF and PLHA’s income generating activities, (IGA). • Collection of elderly data and educate them to engage in entrepreneurship skills. • Facilitate local community members to enforce by-laws for human rights and Widows protection • Collaborate with the District IT toward developing community development 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>energy technologies on the use of stove from 0 to 248 households by 2020</p> <p>k. Community awareness on legal, human rights and child rights in all 62 villages by 2020</p> <p>l. Conduct training on project management to 11 community development staffs by 2020</p>	<p>data base system</p> <ul style="list-style-type: none"> • Prepare and conduct trainings on entrepreneurship skills. • Identify concerned vulnerable groups through survey in the community in order to determine special, social and psychological group needs. • Mobilize and sensitize community members on establishment of group networks, VICOBA and SACCOS • Facilitate training on entrepreneurship skills for those who are out of school • Conduct trainings on women empowerment and vulnerable groups on decision making, planning and implementation. • Provide education to village leader’s concern gender balance issues with the aim 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		<p>of determining marginalized people in the community.</p> <ul style="list-style-type: none"> • Community mobilization on the importance of full participation in implementation of development projects in 62 villages • Prepare, organize and commemorate National ceremony according to Nation schedule • Conduct trainings for 62 village in house hold for 4 household to each village • Conduct community awareness for using appropriate house technology for 62 villages. • Mobilize community leaders awareness for construction of low cost houses • Conduct community awareness on human and child rights. • Facilitate local community 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
		members to enforce by-laws for human rights and child protection	

3.2.12 LAND AND NATURAL RESOURCES SECTOR

STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
<p>Natural resource and legal frameworks for ensuring security on land and technology use improved</p>	<p>a. 4 staff trained on AUTOCAD and QUEEN REARING in each department by 2020</p> <p>b. Natural Resources office accommodation and working place improved by 2020</p> <p>c. Train Community on land use plan and ownership from 0 to 62 villages by 2020</p> <p>d. Train the community on the importance of upgrading their 15 settlements by 2020</p> <p>e. Train the community on land Act and the importance of land planning from 0 to 15 urban centers by 2020</p> <p>f. The pace of desertification in areas with serious deforestation and soil erosion reduced from 500 Ha to 200 Ha by 2020</p> <p>g. 17 wildlife management areas established by 2020</p>	<ul style="list-style-type: none"> • Provide Short and long term training on job training • Provide working facilities and tools to staffs. • Facilitate short and long term training to workers on natural resources management • Involve community in the preparation of village land use plan • Ensure WDC meetings and general villages assembly as well as selected stakeholders • Frequent forestry patrol • Ensure forestry evictions as well as enforcement of by-laws • Demarcate borders so as to reduce conflicting of interest between protected areas and un-protected areas in Mienze Local Authority forest reserve. • Strengthen wildlife legal patrol in and out of all 	<ul style="list-style-type: none"> • Increased revenue in all aspects • Reduced land conflicts • Number of departments using ICT increased

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>h. Use of modern technology on bees wax production increased from 0.1 tons to 20 tons by 2020</p> <p>i. Production of bee products increased through the use of modern technology from 0.7 tons to 134.4 tons of honey, and from 0.1 to 20tons of bee-wax by 2020</p> <p>j. Charcoal production for business purposes increased from 800 bags to 3500 bags by 2020</p> <p>k. Timber production for business purposes increased from 25 m3 to 35 m3 by 2020</p> <p>l. 3 bee-reserved areas established by 2020</p> <p>m. Maintenance of 1600 Ha of game reserved area by 2020</p> <p>n. Town plan drawings from 8 to 20 prepared by 2020</p> <p>o. 62 villages with village land certificates by 2020</p>	<p>protected areas</p> <ul style="list-style-type: none"> • Facilitate bee-keeping officers to visit and provide knowledge on bee-keeping management • Conduct training on bee-keeping and use of modern bee-keeping tools to 30 bee-keeping groups • Establish forestry nursery in all villages surrounding the forestry reserves. • Establish woodlots for supply of fuel wood and timber in each household • Facilitate tree plantations for timber production at Shabaka and Kaboha due to their conducive conditions • Create awareness on the importance of bee reserves. • Identify and demarcate the forest area to be reserved for bee-keeping. • Carry out routine patrol in bee reserves 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>p. Good working place at natural resources ensured by 2020</p> <p>q. Data bank established by 2020</p> <p>r. Ability to combat incidences of wildlife invasion to the community strengthened by 2020</p> <p>s. Community participation in village surveying & upgrading of 4 Un-planned settlements in 62 villages by 2020</p> <p>t. Community participation in wildlife conservation areas 20% to 75% in 40 villages by 2020</p> <p>u. Beekeeping activities in 30 groups monitored by 2020</p> <p>v. 3 marketing centers for bee products established by 2020</p> <p>w. Urban development’s adhered to the approved plans by 2020</p>	<ul style="list-style-type: none"> • Ensure forestry demarcation to describe boundaries • Ensure budget allocated is used consistently • Control dangerous animals against reserved areas • Prepare 2 to 3 TP drawings yearly • Carry out land survey for the remaining 9 villages • Prepare data base for natural resources unit • Routine patrol in and out of open and protected areas • Provide knowledge to the community through involving them in village assembly meetings as well as village councils meetings • Provide training to the Community surrounding the wildlife protected areas on how to conserve and make it sustainable wildlife conservation areas • Conduct village meetings 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>x. Conducive working environment for 3 bee-keeping staffs by 2020</p> <p>y. Interim Land Use Plan of Kharumwa Township prepared by 2020</p> <p>z. Fund raising for 2500 plots/survey facilitated by 2020</p> <p>aa. System of approving plans and drawings for construction works from 0 to 03 urban centers established by 2020</p> <p>bb. Computerized Land records from 0 to 2500 enhanced by the year 2020</p> <p>cc. Proper land valuation from 0 to 15 Suburbs by 2020</p> <p>dd. Certificates of R.O provision to individuals considering vulnerable groups from 0 to 62 villages by 2020</p> <p>ee. Ill-age councils and ward tribunals enhanced by 2020</p> <p>ff. Right of occupancy for 2500</p>	<p>especially those which are affected with wilds animals</p> <ul style="list-style-type: none"> • Create awareness on bee-keeping activities to bee keepers. • Conduct training to bee-keeping groups • Provide support to bee-keepers especially the tools for their activities • Establish 3 honey collection centers. • Explore markets for bee products from bee-keeping groups • Sensitize community on proper land use • Ensure that development goes according to approved plans and set out by-laws and regulations • Provide employment benefits to bee-keeping staffs. • Provide working tools to bee-keeping unit 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	<p>surveyed plots prepared by 2020</p> <p>gg. Land use plans from 0 to 62 villages prepared by 2020</p> <p>hh. Involvement of 4 stakeholders in; Tree planting, Conservation, Agro-Forest techniques, Soil Erosion control & Joint forest management enabled by 2020</p> <p>ii. Transparency in land allocation of surveyed 2500 plots ensured by 2020</p> <p>jj. Modern charcoal Kiln from 0 to 10 charcoal Dealer groups developed by 2020</p> <p>kk. Surveying of plots from 793 to 2500 by 2020</p> <p>ll. Participation in environmental issues in the District by 2020</p> <p>mm. Survey control points increased from 1 to 10 points by 2020</p> <p>nn. ICT within and outside the</p>	<ul style="list-style-type: none"> • Facilitate data collection, land use plans and land zoning • Sensitize community on cost sharing • Declare 3 urban centers to be planning areas • Purchase of computers and software • Establish land value in different areas in the district • Establish village land as well as ward tribunals • Ensure all surveyed plot owners are allocated • Strengthen forestry nursery in villages surrounding the reserves. • Sensitize community on proper farming practice and participatory forestry management • Prepare management plans and allocation of areas for sustainable charcoal harvesting of Nundu and 	

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STRATEGIC OBJECTIVES	KEY TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	district executed by 2020 oo. Computer software, accessories and payment of consultancy services facilitated by 2018	Isonda <ul style="list-style-type: none">• Install a wireless network based at Council• Construct and host council website• Create conducive working environment at ICT Unit• Install a proxy server• Create awareness among leaders on importance the use of new ICT Technology	

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CHAPTER FOUR: RESULTS FRAMEWORK

4.1 Introduction

This Chapter shows how the targeted results of Nyang`hwale District Council Strategic Plan will be measured as well as the benefits to be accrued to its clients (community) and other stakeholders. The chapter highlights the Nyang`hwale District Council overall development goal; the linkage of the objectives with National Framework; Results Framework Matrix.

4.2 Development Goal

The overall development goal of Nyang`hwale District Council is to deliver high quality service to the community and other stakeholders. The over-riding development goal represents the highest level of results envisioned by Nyang`hwale District Council. However, other stakeholders significantly contribute towards the achievement of this development objective.

4.3 Beneficiaries of Nyang`hwale District Council Services

The Nyang`hwale District Council as a Local Government Authority (LGA) component has two types of beneficiaries namely direct and indirect. The direct beneficiaries are the public (first level beneficiaries) and indirect beneficiaries including Central Government, Local Government Authorities (LGAs) and private institutions (second level beneficiaries).

4.4 Linkage with National and or Regional Framework

The Nyang`hwale District Council strategic plan has nine key focus areas which are directly related to Five Years Development Plan 2016/17-2020/21 objectives and the Sustainable Development Goals (SDGs). The Five Years Development Plan aspires to build a base for transforming Tanzania into a semi-industrialized nation by 2025, foster development of sustainable productive and export capacities; consolidate Tanzania's strategic geographical location through improving the environment for doing business and positioning the country as a regional production, trade and logistic hub; promote availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other

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production and services delivery; accelerate broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups; improve quality of life and human wellbeing; foster and strengthen implementation effectiveness, including prioritization, sequencing, integration and alignment of interventions; intensify and strengthen the role of local actors in planning and implementation, and ensure global and regional agreements (e.g. Africa Agenda 2063 and SDGs) are adequately mainstreamed into national development planning and implementation frameworks for the benefit of the country. The Nyang’hwale District Council strategic plan is also directly related to fifteen SDGs goal as follows; Goal 1: End poverty in all its forms everywhere, Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture, Goal 3: Ensure healthy lives and promote well-being for all at all ages, Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, Goal 5: Achieve gender equality and empower all women and girls, Goal 6: Ensure availability and sustainable management of water and sanitation for all, Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all, Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, Goal 10: Reduce inequality within and among the people, Goal 11: Make cities/regions/districts and human settlements inclusive, safe, resilient and sustainable, Goal 12: Ensure sustainable consumption and production patterns, Goal 13: Take urgent action to combat climate change and its impacts, Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss, and Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

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4.5 Results Chain

Nyang`hwale District Council results chain consists of outcomes, outputs, activities and inputs which broadly contribute to specific objectives and targets as indicated in the preceding section. The basic assumption is that, there is a linkage in the various elements of Nyang`hwale District Council results chain. This chain of results will justify Nyang`hwale District Council to use government resources in various operations and thus contribute to the development of the country through timely and reliable provision of high quality services that are used by all stakeholders in order to make evidence based decisions with the aim of improving service delivery to the community.

4.6 The Results Framework Matrix

The Result Framework Matrix contains Nyang`hwale District Council overall development goal, objectives, planned targets and key performance indicators. It entails mechanization that will be used to achieve development objective and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of targets and objectives as indicated in Table 3.4 above

4.7 Monitoring and Evaluation

Monitoring and Evaluation forms a very important component in ensuring strategic plan is implemented. Monitoring helps management of Nyang`hwale District Council stakeholders to track utilization of inputs and realization of strategic plans outputs and targets. It is also facilitate the management to make an informed decision making. On the other hand, evaluation helps the stakeholders to assess what Nyang`hwale District Council realize targets and objectives in more efficient and effective manner. It also facilitates learning for the success and failures that have been experienced during implementation of the strategic plan. A separate document for monitoring and evaluation has to be developed. The document presents detailed descriptions on how each indicator will be monitored and evaluated. It also presents monitoring plan, monitoring tools, evaluation plan, evaluation tools and reporting framework for monitoring and evaluation products. It also present the Nyang`hwale District Council

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proposed organization structure that elicit how each target inform the organization structure by assuming all responsibilities of each staff within Nyang`hwale District Council.

4.8 Relationship between Results Framework, Results Chain, M&E and Reporting

Arrangements

4.8.1 Level 1 - Outcomes

The first level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to NDC alone as there will be several players contributing to these outcomes. These intermediate outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the five year outcome report. The annual reports and the five years outcome reports will be based on NDC actual performance.

4.8.2 Level 2 – Outputs

The second level of the Results Framework tracks the realization of the outputs that NDC produces and which are attributed solely to NDC. The outputs at this level will be measured by output Indicators and milestones and data collection and analysis will be done quarterly. Outputs or milestones which have significant impact on achievement of the objectives will be reviewed quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

4.8.3 Level 3 – Activities

The third level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed periodically and reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

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4.8.4 Level 4 – Inputs

The fourth level of the Result Framework tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on periodic basis and will be reported on respective implementation reports.

At this level indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions and staff as well as predictability of resource flows, the alignment of resource flow to the activities and outputs.

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Appendix I: Proposed organization structure for Nyang'hwale DC

