

UNITED REPUBLIC OF TANZANIA

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

MKURANGA DISTRICT COUNCIL



First Draft

**STRATEGIC PLAN
2013/2014 -2017/2018**

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EXECUTIVE SUMMARY

In fulfilling the Mkuranga District Council's functions as summarized in section 111 of the Local Government (District Authorities) Act of 1982, the district requires strategic decision making to trigger sustainable local economic development through strategic plan at district and village level. Besides expiry of its validity, hence lack of legal mandate, a review of the Mkuranga District Council Strategic Plan is necessitated by the external and internal changes that have a bearing in efficient operations of the district. The (2013/2014-2017/2018) strategic plan therefore, is prepared on the basis of the achievements and impediments of the 2007-2012 Strategic Plan with a view to enhancing the District Council ability to respond and effectively carry out its core functions and more respond to external and internal challenges. A revised Plan is also expected to efficiently optimize the use of the increasingly limited and competitive resources while seizing the emerging development opportunities concomitant to growth vision of the district. Formulation of this (2013/2014-2017/2018) strategic plan was participatory where a wide range of stakeholders from the district were involved in the process and a systematic decision making with multi stakeholders was done. This was necessary to enhance ownership and acceptability to stakeholders so as to have smooth implementation of the plan. Given the achievements made during the implementation of the First Five Years Strategic Plan and the constraints faced by MDC in the course of implementing that Plan, the key issues which need to be addressed during the next five years are: Improved services and reduced HIV/AIDS infection. Enhanced, sustained and effective implementation of the National Anti-corruption strategy. Improved access, quality and equitable social services delivery. Increased quantity and quality of social services and infrastructure. Enhanced good governance and administrative services Improved social welfare, gender and community empowerment and improved emergency and disaster management. In addressing these issues it is important to understand the Strengths, Weaknesses, Opportunities and Challenges with the view that MDC uses the existing Strength and Opportunities to address Weaknesses and Challenges facing its people.

However, in promoting sustainable livelihood of its people MDC has developed the Vision, Mission, core values, strategic objectives and strategies which provide a framework in actualization of the (2013/2014-2017/2018) strategic plan. **The Vision:** The vision of Mkuranga District Council is to ensure that its people have prosperous and sustainable high living standards by the year 2018. **The Mission:** The mission statement of Mkuranga District Council is to provide quality Socio-economic services to its community through effective and efficient use of available resource and good governance for improved living standards. **The Values:** Understand and learn about citizens and co workers needs. Satisfy citizens needs with innovative solutions. A MDC Councilor or staff shall discharge his/her responsibilities efficiently, diligently with discipline and honesty. A MDC Councilor or staff shall abide to the requirements of his/her respective code of act No. 8 of 1982, section 20A of act No. 10 of 1982 , public service code of conducts and any other legislations which govern public service affairs. A MDC Councilor or staff shall deliver their services to the community without any stigma to people living with HIV/AIDS and people with disabilities. And a MDC 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.

With respect to implementation, Monitoring, Evaluation and review framework; The District Executive Director (DED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the MDC 2013/14 – 2017/18 strategic Plan. The DED, with the support of the Council Management team, shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

STATEMENT OF THE COUNCIL CHAIRPERSON

STATEMENT BY THE COUNCIL DIRECTOR

CHAPTER ONE

BACKGROUND INFORMATION AND THE STRATEGIC PLAN PROCESS

1.0 Introduction

Mkuranga District is one among the seven (7) councils in Coast Region. It was inaugurated on 1st July, 1995 when the former Kisarawe District was divided into two Districts, namely Kisarawe and Mkuranga. Other Council in Coast Region includes Mafia, Rufiji, Bagamoyo, Kibaha Town Council and Kibaha District Council. Mkuranga 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. Mkuranga district is a relatively small district, covering 2,432 square kilometers, which is about a quarter of the size of Bagamoyo and about the size of the Zanzibar Islands.

1.2 Location of Mkuranga District Council

Mkuranga district is located in the East of Coast Region, It is bordered by Dar es Salaam City in the North, Indian Ocean in the East, Rufiji District to the South and Kisarawe District to the west.

1.3 Population and ethnic groups

The District has a total number of 187,428 inhabitants according to the 2002 National Population Census where Males are 91,714 and 95,714 Females. Based on the District Growth Rate of 3.5% per annum currently, (2010) it is estimated that the District has a population of 246,369 people out of which 118,257 (48%) are males and 128,112 (52%) are females.

The average population density of the District is 92 people per square kilometer and the average size of each household is 4.4. However, there is a large concentration of people at Kisiju Division (Kisiju, Magawa, Lukanga and Kitomondo Wards) due to a number of economic opportunities found in those areas like fishing, trading, boat making and port activities including loading and unloading of luggage from the sea vessels, boats and dhows.

Table 1: Population density per Division

| Division | Total area (Sq. Kms.) | Population | Population density per (Sq. Kms.) |
|--------------|-----------------------|----------------|-----------------------------------|
| Mkamba | 1024 | 79,714 | 77 |
| Mkuranga | 823 | 73,931 | 88 |
| Kisiju | 425 | 55,214 | 127 |
| Shungubweni | 160 | 14,714 | 83 |
| Total | 2,432 | 223,573 | 92 |

Source: Mkuranga District Council, 2011

1.3.1 Ethnic groups

The indigenous people of Mkuranga District are Wazaramo and Wandengereko who are the dominant tribes in the district. However, with free movement of people in the country, the districts has received different tribes from upcountry which include Wamakonde, Wamakua, Wangindo and Wasambaa.

1.4 Area and physical characteristics

1.4.1 Climate

Mkuranga District Council experiences a modified type of equatorial climate. It is generally hot and humid throughout the year with an average temperature of 28°C. The hottest season is from October to March while it is relatively cool between May and August with temperature around 25°C. There are two rain seasons: - short rain (Vuli) from November to December and long rain (Masika) season between March and June. The average annual rainfall is 800mm – 1000mm. Humidity is around 96% in the mornings and 67% in the afternoons. The climate is also influenced by the Southwest monsoon winds from April to October and Northeast monsoon winds between November and March.

1.4.2 Topography

The district has a total area of 2432 km² (243,200 Ha) of which 447 km² (44,700 Ha) is covered by Indian Ocean and 1985 km² (198,500 Ha) is mainland. About 51 km² (5,100 Ha) of the mainland area is covered by natural reserves. Area that is suitable for cultivation is 1934 km² (193,400 Ha) while the area which is under cultivation is 1662.3 km² (166,230 Ha) which is 86% of the arable land. The land is suitable for cultivation of food crops which includes cassava, paddy, maize, sweet potatoes and legumes and cash crops which include cashew nuts, coconuts, mangoes, pawpaw, watermelon, pineapples, jackfruit and passions. Cattle, goats and chicken are kept in a small scale.

Potentially the district Council has over 17,150 hectares suitable for irrigation of which, only 304 hectares is under preparation for modern Irrigation (irrigation infrastructure are under construction) leaving 22,840 ha unexploited. So far 30 traditional Irrigation Schemes are under operation using pedal pumps for growing horticultural crops with the total area of 470 hectares. The area is suitable for paddy, maize, water melons, cucumber and other vegetables.

Water sources available in the district comprise of one permanent river namely Kogamimba, several seasonal rivers such as Mbezi, Mzinga and Uvuteni (Luhute) and Natural ponds such as Misasa, Manze and Nyamato. There are minor ports at Kisiju and Nganje villages where trade is carried out among people from Dar es Salaam, Mafia and Mkuranga, covering sales of fish, coconuts and industrial goods.

Vegetation cover in the district includes Coastal forest (Mangroves) Miyombo woodland, savanna and swampy vegetation. Topographically, the district is divided into 3 agro - ecological zones as shown in table 2 below.

Table 2: Agro - ecological zones

| ZONE | AREA COVERED | PHYSICAL FEATURE |
|----------------------------------|--|---|
| COASTLINE ZONE | Shungubweni, Kisiju division and part of Mkuranga division. | Sandy soils with low water holding capacity, low water table and moderate soil fertility. |
| UPLAND AREA ZONE | Mkamba division, Large part of Mkuranga division. Small part of Kisiju division. | Loamy sandy soils (suitable for cultivation) |
| THE LOW-LYING BASINS AND VALLEYS | Found in both Coastline zone and upland zone. | Black clay soils with high water holding capacity and good fertility. |

1.4.3 Forestry

Mkuranga District Council has forest cover of 51kmsq (approx 51,000 Ha) and 4 national forest reserves namely Masanganya forest reserve, Vikindu forest reserve, Malenda forest reserve and mangrove forests along coast of Indian Ocean. These natural forest reserves cover 8,000 hectors while 43000 hectors are general land forests. Tree species includes brachystefia spp. Jubernadis, chlorophora, tectona grandis, newtonia, and pterocarpos. Forest products include timber, charcoal, firewood, and catchments values, medicines.

1.5 Major Economic Activities

The economy of Mkuranga district is mainly depends on Agriculture. Agriculture is the main economic activity of the district, and 85% of the population depends on crop farming, fisheries and forest products. Fishing is the second largest economic activity undertaken by 1,500 fishers found along the coast. Per capital income of Mkuranga District (Coast Region) is Tshs 360,000/= which is 276.9 USD (0.75 USD per day).

1.5.1 Agriculture

Mkuranga District depends on Agriculture as the main stay of its economy. There are 2432 sq kms in the district. Out of this, 1934 sq km which is about 81.6% of the District area are arable land which is suitable for cultivation. Crop cultivation is the main land use in Mkuranga District and parts of the land are used in livestock husbandry, forestry and marine production. Most of food crops grown in Mkuranga district are maize, cassava, rice, huskers, and sweet potatoes and leguminous, while the cash crops cultivated include cashew nuts, coconuts and tropical fruits like oranges, pineapples, mangoes passions, and water mellow. About 80% of the population depends on Agriculture as their sole Pre-occupation. It is estimated that about 48,000 households are engaged in Agricultural activities. The main Agriculture crops mainly cultivated are Cassava is the most important major reserve food crop grown in the district. Cultivation of this crop is emphasized by the government authorities because it can withstand the currently adverse weather conditions, during periods of poor rainfall cassava become the only important food of the indigenous.

Paddy is the second most important cereal crop after cassava cultivated by indigenous. It is grown in swampy areas and on irrigated areas; drawing water; from rivers especially Yavayava village. Paddy growers use local variety of seeds. The district has 17150 hectors about 0.7% of district area is suitable for paddy cultivation but only 254 hectors is cultivated about 99% of the potential area to grow paddy through irrigation remain unused.

1.5.2 Livestock keeping

Livestock keeping is the most important activity in the district. The Livestock which are kept by Community are cattle, goat, sheep and chicken. Dairy farming is becoming more prominent in Mkuranga division due to efforts made by (HPT) Heifer Project Tanzania who provided dairy cattle to farmers and in turn pay the assistance back by providing young cattle to others. Also this chain is done to provide dairy goats to farmers and vaccination. In turn the livestock production in five years has increase gradually as it shown in the table 3 below.

Table 3: Livestock production trend 2007 -2012 information

| NO | TYPE OF ANIMAL | YEAR | | | | | 2011 | 2012 |
|----|------------------|---------|---------|---------|---------|---------|--------|------|
| | | 2007 | 2008 | 2009 | 2010 | 2011 | | |
| 1 | CATTLE | | | | | | | |
| | - Dairy cattle | 600 | 630 | 750 | 847 | 887 | 987 | |
| | - Indigenous | 2,800 | 4,200 | 4,900 | 5,785 | 6,098 | 6098 | |
| 2 | GOAT | | | | | | | |
| | - Dairy goat | 600 | 630 | 750 | 586 | 763 | 763 | |
| | - Indigenous | 2,800 | 4,200 | 4,900 | 17,150 | 18,052 | 18052 | |
| 3 | KONDOO | 4,050 | 4,100 | 4,500 | 4,750 | 4,930 | 4930 | |
| 4 | POULTRY | | | | | | | |
| | - Layers | 6,160 | 8,920 | 10,000 | 12,700 | 12,986 | 12986 | |
| | - Broiler | 6,630 | 9,230 | 11,000 | 13,570 | 13,055 | 14055 | |
| | - Local chickens | 398,980 | 456,870 | 460,000 | 490,830 | 581,034 | 581034 | |
| | - Ducks | 4,050 | 6,800 | 7,500 | 7,970 | 8,740 | 4670 | |
| | - Turkeys | 2,580 | 3,500 | 4,000 | 4,545 | 4,680 | 4689 | |
| | - Guinea folls | 280 | 420 | 550 | 670 | 742 | 845 | |
| 5 | PIGS | 490 | 870 | 950 | 997 | 1,023 | 1033 | |
| 6 | CATS | 66,620 | 7,850 | 8,000 | 8,549 | 8,740 | 549 | |
| 7 | DONKEYS | 110 | 150 | 160 | 187 | 171 | 176 | |
| 8 | DOGS | 21,880 | 25,200 | 2,600 | 2'765 | 2,787 | 2805 | |

Source: Mkuranga District Council 2013

1.5.2 Business

Mkuranga district Council have different type of traders like wholesaler, retailer shops, milling machines, restaurants, butchers, pharmacies, garages, oil stations, guest houses, local bars, salt farms, hard ware's stores, slaughtering areas, phone services shops and bars. The following chart shows the number and distribution business activities.

The district is also involved in producing other food crops which include: groundnuts, sweet potatoes and yams, Fruits (mangoes, oranges, lemons, tangerines, watermelon, sweet and hot papers). Farmers grow them on small scale and the crops are sold in local market and Dar es Salaam.

1.6 Administrative set up

Administratively, Mkuranga district council is divided into 4 divisions, having 18 wards, 121 registered villages and 463 hamlets as shown in table 4 below

Table 4: Administrative units

| S/No. | Division | Wards | Villages | Hamlets |
|--------------|-----------------|--------------|-----------------|----------------|
| 1 | Shungubweni | 2 | 10 | 35 |
| 2 | Mkuranga | 5 | 31 | 146 |
| 3 | Kisiju | 5 | 36 | 93 |
| 4 | Mkamba | 6 | 44 | 189 |
| Total | | 18 | 121 | 463 |

Sources: Mkuranga District Council, 2011

1.7 Strategic Plan process

Reviewing a Strategic Plan for Mkuranga District Council requires a consortium of the council's knowledgeable individuals under the backstopping of resource personals. A Task Force comprising of all Heads of Departments and units was therefore formed by the Council's Coordinating Office in order to serve as a think tank but also provide an important link with the rest of the Council Community. The task force reviewed the implementation of the previous strategic plan so as to come up with the achievements and impediments of its implementation. This activity therefore formed one of the key inputs to the revised Rolling Strategic Plan.

Parallel to this activity, the process included consultations with several stakeholders including staff and other council community using a checklist designed by the Task Force. This availed them with an opportunity to freely contribute some ideas on the Plan and help the Task Force to establish the issues of major concern, priority and therefore constitute a focus for the Mkuranga District Council Rolling Strategic Plan (2013/2014 – 2017/2018).

Two workshops (Internal and external) were organized to discuss and deliberate on the draft document with the aim of improving and fine-tuning the document. After the consultative workshops, comments were incorporated and a final draft of the strategic plan was produced and submitted to the relevant organs of the council for approval.

CHAPTER TWO

ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT

2.1 Overview

The Mkuranga District council needs to take a hard look at itself where it came from, Where is it now, Where is it going and what are its choices for the future development, In order to assess the current situation, a good deal of information were collected to determine the external and internal environment.

This chapter therefore, presents the features of existing internal and external environment which have a bearing to the operations of the Mkuranga 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 First Five 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 and national policies and strategies that have a bearing on operations of 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*

2.2.1.1 *Planning*

Sustainable development of Mkuranga District Council is determined by how the District Council can rationally manage to allocate, monitor and evaluate its scarce valuable resources (Planning). The Department of Planning, Statistics and Monitoring is among the 13 Departments of Mkuranga District Council which has such intrinsic role. Other Departments includes Administration, Health, Trade and Finance, Primary Education, Secondary Education, Water, Agriculture, Irrigation and Cooperation, Livestock and Fisheries, Land and natural resources, Youth community development and social welfare, works and fire, Environment and Sanitation. 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 7 staffs, 6 Economists and 1 Statistician. The Department needs to have a one land cruiser hardtop that will be used in monitoring activities of the District's projects.

However, the effective and efficient operationalisation of the department is hampered by poor working facilities due to the fact that of most of facilities in the department are not in good working condition, facilities such as office tables, 11 office chairs, 2 cabinets, 1 television set, 1 metal box, 1 book shift, 1 Plastic box, 1 refrigerator, 7 computers (2 desktop and 5 laptops), 3 printers, 1 photocopier all of these are not in good working condition. Moreover, the department is facing insufficient government budget required for implementing development projects, Untimely disbursement of fund from central Government and Donors/Development partners; Lack of reliable Monitoring and Evaluation mechanism, Lack of sufficient and reliable data (Data bank) Shortage of working tools such as computers (laptops) and transport vehicles/facilities.

2.2.1.2 Statistics

The statistics unit is one of three units of the Planning Department. The unit's major role is to collect, analyze and interpret data in order to set up a sound, effective and efficient monitoring and evaluation system of all activities in the council. This is done through the timely collection, analysis, presentation and dissemination of data to the departments, central Government and to other important stakeholders. By January 2013 the District council has received a statistician and one brand new Dell computer. This is one of the important steps towards quality data production and handling. However, the district council lacks sufficient and reliable data base.

2.2.2 Human resource and Administration

Human resource and administration department in Mkuranga District council is increasingly expected to operate as a business within a business rather than as a disconnected and isolated set of Human Resource practices. The District council has a vision that defines where the district is headed, a set of goals (objectives, outcomes, or deliverables) that focus the priorities for the work and investments essential to carrying out this vision. The achievement of the Mkuranga District Council's vision requires adequate and qualified personnel. Department is responsible to Coordinate staff recruitment, Selections, Placement, Confirmation, Promotions and Transfers, Administer salaries and process payrolls, The council has inadequate number of qualified staff in most of its departments and sections, there is no staff motivation policy and lack of staff motivation policy. These retard work performance. There is a need of recruiting staff to fill the vacancies as well as upgrading the skills of the existing staff to attain the required qualifications in order to foster implementation of the core mission of the council.

Currently Mkuranga District Council Administratively has 2161 employees instead 2570 required staffs. Moreover, the department is facing constraints which include: Inadequate number of staff with the right qualifications, Allocation of duties to untrained/unqualified to perform such duties, Low level of service delivery in some sectors and Poor HRMIS (Human Resources Management and infrastructure system).

2.2.3 Community Development, Social welfare and Youth

2.2.3.1 Community Development

According to community development policy (1996), community development section has the role of coordinating and making follow up of all development activities by using multi-sectoral and participatory approach from the grass root level to bring up sustainable development to the community. These include: Coordination of group activities (CBOs, FBOs, NGOs, VICOBA and all income generating activities groups), Coordination and supervision of Vulnerable groups (Women, Youth, Elders, Children, People with disabilities and the like), Coordination, supervision and provision of consultation services to development projects in collaboration with other stakeholders and Community mobilization to engage in self-help projects. In fulfilling these roles the Mkuranga district community development section is striving to enable people to identify their problem and challenges using the available resources and opportunities to overcome problems towards attaining sustainable better life.

In terms of manpower, the department has a total of 20 community development workers, 5 workers found at district headquarter, 6 workers attached to various department within the Council and 9 at Ward level. According to community development establishment secular, community development workers are supposed to be allocated from District level, Ward level up to Village level. Basing on these facts there are shortage of 130 worker, where by 9 workers required at Ward level, and 121 workers at Village level. The department managed to identify and supervise 70 Income generating groups with target. By the end of 2012 there were 40 active VICOBA groups established with the support of different stakeholders (SONGAS, BTC, CARE and MOVI). Moreover, currently, there are 22 active CSOs (NGOs, FBOs, CBOs) out of over 100 CSOs registered to work within Mkuranga District, these are working with collaboration and under supervision and coordination of the district. In spite of this success the department is constrained with several factors which affect its performance these includes: Lack of reliable data base due to insufficient budget and transportation facilities to conduct data collection activities, Inadequate staff working gears (Computer, printer, scanner and its accessories), Shortage of staff to be allocated to all wards and villages, Low morally of community members to participate in development activities, Existence of gender inequality within the community and Existence of low-income earners of people within the district

2.2.3.2 Social welfare

The section of Social Welfare is amongst the unit formed under the Ministry of Health and Social Welfare. This unit is headed by the head of department of Community Development, Social welfare and Youth. Social Welfare is a system of different social services aimed at bringing social development, social justice and enabling the people to take their social responsibilities. Social welfare services reveals the role of social welfare system in improving the general welfare of the society as a whole and in individual families in building a society that protects and observes human rights. The district council owes a duty to all its citizens especially those who live in hazardous environment and those who are more vulnerable. Children are an example of a special group that requires social services to ensure that children are well protected and free from harm, to ensure that they are protected and well taken care of in case they are harmed, and to ensure that they are given opportunities for self development. The social welfare section is operating under the following service providing sub- units: Service to families, children and early childhood care; Service to the elderly and people with disabilities; and Legal correction, children's and youth rights services.

The major functions of the social welfare section are; Preparation and supervision of the implementation of laws, policies, regulations, rules and standards in provision of various social welfare services; Evaluation and monitoring of social welfare services in the country; Capacity building for social welfare officers to enable them to provide better services to the people; To undertake research in matters relating to social welfare services; Capacity building for the staff and stake holders in provision of social welfare services; Establishment and promotion of advocacy program, defending and protection of the rights of the people with disabilities, the elderly and the vulnerable and Building good relationship with internal and external stakeholders in order to provide better social welfare services.

The social welfare section has 3 social workers this has resulted to the shortage of 8 workers, other constraints includes, inadequate budget for the implementation of activities and shortage of working equipments.

2.2.3.3 Youth Development

The Unit of Youth Development is under the Department of Community Development. This unit was basically initiated to deal with socio- economic development of Youth individuals and their groups within the District. Since the Youths by nature cover large percentage in MDC community, Therefore this unit has the fundamental roles for the well being of the targeted group particularly Youths. The unit is involved in: Planning, coordinating, facilitating and evaluating development activities within the District. Developing positive minded capabilities among youths so as to be potential and active members in the society. Identifying and understanding challenges facing Youths in their career development. The district has 35 youth groups specialized in different economic activities. These groups cover all wards of the District. The main activities done by these groups are divided into seven major areas namely; 5 business group, 8 fisheries groups, 4 carpentry groups, 3 gardening and Environment conservation groups, 6 transportation groups, 4 bee keeping groups and 5 masonry groups. Through their groups, youths develop self employment and then automatically generate their income by which is very important for their better livelihood. But due to lack of capitals, those activities are very minimal. More youths are striving for enough capital for investment, poor implementation tools, lack of awareness and skills on their works. Moreover, the youths who have been joined into groups characterize better access to loans and trainings on capacity building on how to sustain their projects by increasing their productivity. The unit of Youth Development has One Staff who is also a District Youth Development Officer.

2.2.4 Health

The management and control of health service delivery is under the consent of Mkuranga District Council in the department of health. In improving health services to the community, health department perform key function which include: Maternal, Newborn and Child Health services. Communicable Diseases treatment and control. Non Communicable Disease Control and treatment, Treatment and care of other common diseases of local priority within the Council, Environmental Health and Sanitation, Strengthen Social Welfare and Social Protection Services, Strengthen Human Resources for Health and Social Welfare Management Capacity for improved health services delivery, Strengthen Organizational Structures and institutional management at all levels, enhance emergency preparedness and response, Health Promotion/ Behavior Change Communication (BCC) (It caters in all priority areas), to make sure that traditional Medicine and alternative healing adhering to national guidelines.

Mkuranga District council has 35 health facilities, out of this 1 hospital owned by government, 2 health centers owned by the government, 32 dispensaries of which 22 owned by the government 5 faith based organization and 5 by private sector respectively. The council need 121 health facilities ie. 1 hospitals, 18 health centers deficit of 16 and 102 dispensaries deficit of 80. The council has 258 (57%) employees. The council department require a capacity of 455 health workers in order perform their duties to the maximum and has a deficit of 197 (43%) personnel, 23% of total health workers (258) are unskilled. Most of the skilled personnel are in the district hospital. The number of health facilities providing immunization has increased from 25 to 28, last year but contrary to that immunization coverage increased from 75% to 81% Number of health facilities last year increased from 32 to 35 namely Kiwambo, Njopeka and Magoza. The district expect to open 5 new health facilities namely Lupondo, Mbulani, Kiziko, Marogoro, and Hoyoyo. The

following health facilities still under construction namely: Boza, Malela, Nyatanga, Chamgoi, Mihekela, Nyanduturu, Mwanadilatu, and Nyamato tipo.

Malaria is a leading cause of both morbidity and mortality for both outpatient and inpatient, maternal mortality is 161/100,000, and infant mortality rate is 15/1000. The prevalence rate due to HIV/AIDS is 8%. The issues of major concern that need to be addressed in health department focus on the following areas. High maternal mortality rate, High infants mortality rate, Poor environmental sanitation, High incidents of communicable disease, Shortage of medicine, medical equipments and supplies, High under five mortality rate, Low immunization coverage, High prevalence of HIV/AIDS, High TB infection rate, Poor state of building infrastructure of health facilities, Inadequate of trained Health personnel, High prevalence of neglected tropical disease

2.2.5 Lands, Natural resource and Environment

2.2.5.1 Lands

All development (social, economic, political, environmental and administrative) activities must use land to flourish and function. It is on, in and under land that man made infrastructure such as shelter, transport and communication net work are developed to facilitate human life. Land is a basic resource and platform of life which all living organism depend for their survival. Land is a fundamental factor of production for human development. In Mkuranga district land is the only resource which every person in urban or rural can use and occupies to produce various products for their daily livelihood. Land sector is responsible for facilitating creation and availability of conducive environment on land for other sector's activities to function by ensuring creation and availability of safe and adequate land space.

In Mkuranga District Council land sector has the role of planning, surveying, valuation, preparation of renewal and regularization schemes, allocation of plots and issuance of certificate of rights of occupancies for various land uses on the earth's surface so as to ensure safe and adequate spaces for social, economic and environmental activities as well as security of land tenure and resolution of land conflicts. The district has the total land area of 2432 km² where agricultural area 1934 km², 51 km² for Forest Land 447 km² for other uses. The Land sector Mkuranga District Council is operating under 4 sub sections which include, lands administration, lands survey, lands town planning and lands valuation

In improving efficiency and effective service delivery to its client the department is divided into three sections of Forest Management, Wildlife Conservation and Beekeeping: Land department has a total of 23 staff, 3 land officers, 1 land Surveyors, 7 Technician land surveyors, 1 Cartographer, 1 Assistant cartographer, 3 Town Planners, 1 Assistant land Officer, 2 land valuer, 1 Record keeping officer and 1 Document Typist. However, the department is facing shortage of 5 staffs and working equipments to meet optimal functions of its units in service delivery. Moreover, there are unsurveyed plots for settlement in urban and rural areas, unsurveyed village lands, unevaluated community properties in developing sites, people who have not issued title deeds for the surveyed areas and low awareness of stakeholders on the land laws.

2.2.5.2 Forest

The forest unit is operating under the department of Lands Natural resources and environment, the major role of the unit is to conserve, to protect, manage the forests in a sustainable manner and to manage the utilization of the forest resource so as to contribute to social, economic, ecological, cultural and needs of the present and future generation. Mkuranga District Council has 51,000 ha (51 sq km) of forest land. Among this area 7,880 ha is covered by National Forest Reserves, 4092.55 ha belongs to 15 Village

Government forest reserves and remaining 39,027.45 ha are General Forest Land within the villages. The unit has a total of 11 staff which includes: 1 Senior Forest Officer, 1 Forest Officer, 2 Principal Forest Assistant, 5 Forest Attendants. However, the operation of the unit is constrained by shortage of staff, shortage of working tools such as Forest measurement equipments (Compass, Ranging rod, Total station, Caliper, Tapes), GPS, Motorcycles, Cars, Computers, Uniform (Overall, Bush boots, Rain coats) office tables and chairs. These have a bearing effect on smooth conservation, protection and sustainable management of the forests.

Table: 5 Forest reserves, Coverage and Ownership

| S/No | NAME OF FOREST | AREA (Ha) | OWNERSHIP |
|------|---------------------------------------|-----------|------------------------|
| 1 | Vikindu Forest Reserve | 1599 | Central Government |
| 2 | Masanganya Forest Reserve | 2599 | Central Government |
| 3 | Mangrove Forest Reserve | 3498 | Central Government |
| 4 | Marenda Forest Reserve | 184 | Central Government |
| 5 | 15 Village Government Forest Reserves | 4092.55 | Central Government |
| 6 | Village Land Forests | 39027.45 | 15 Village Governments |

Source: Mkuranga District Council, 2013

2.2.5.3 Beekeeping

The ultimate goal of the Beekeeping section is to reduce poverty and increase economic growth of the community by managing beekeeping activities sustainably without compromising environment and culture values for the benefit of the present and future generation. Developing and managing honey bee is a new phenomenon to the community of Mkuranga District. Beekeeping has been practiced at a small. The use of the forest resource for bee keeping in Mkuranga District is at unexploited resource due to low bee hives established by community members. It can be estimated that it's potentially about 25 tons of bee products are harvested per year. The bee keeping activities in Mkuranga district is practiced at individual level and at community groups. The district has 6 beekeeping groups namely: ASALI Group, Nyuki group, Advent in Food Specialist, WEMAC, Mtazamo Group and Usalama Maisha Group. The section is constrained by number of factors in operationalising its tasks, there is no Beekeeping Officer and Beekeeping Assistants, there is lack of working equipments and lack of beekeeping vehicle which could simplify the work of accessing beekeepers in their production areas.

2.2.5.4 Wildlife/ Game

The main role of wildlife unit is to conserve the wildlife in sustainable manner so as to contribute to social and economical development through fulfilling the needs of the present and future generation. Also to ensure safety and rescue human life and properties against wild animals, to manage the utilization of wild animals, to protect human life and their properties against wild animals. Currently there is no National Parks or Game Reserved area in the district. However, Types of wild animals found in the District are scattered lion families, crocodiles inhabited in water logged area and Hippos inhabited in stagnant water body areas and other small animals. Also the District consists of animal corridor coming from Selous Game Reserve on which occasionally, wild animals are seen passing through.

The unit is facing various constraints affecting its performance which includes: Shortage of working equipments like guns, vehicle, ammunitions, uniforms and poor working environment, lack of staff training programme, lack of office computer for documentation purpose. There is a serious shortage of staff in the unit; currently there is no Game offer, only 1 game assistant and 4 game attendants

2.2.5.5 Environmental Unit

The unit has the role to ensure the sufficient concern for integrating environmental issues in human development activities in exploiting both renewable and the non renewable Natural resources. Thus the sustainability of the Economic development and social development depends ultimately on proper and rational management of the natural resources base and the environment in general. The district's main activity involves small scale farming, fishing and traders. Currently there is a development of industries along the Northern Road from Dar es Salaam passing Mkuranga to the southern areas of the Country. These activities has resulted a range of environmental problem of: land degradation, inadequate supply of clean water, environmental pollution, loss of wildlife and biodiversity, destruction of marine ecosystems and destruction of forests all of these issues depends on the performance of the unit in eradicating them.

In operationalisation of daily activities the unit is facing solemn setbacks which are: Lack of senior environmental Officer, Lack of environmental officers, there is no motor cycle, no working office, no office computer and shortage of other working instruments. However, this implies that the unit has no professionally employed personnel.

2.2.6 Agriculture, irrigation and cooperatives

2.2.6.1 Agriculture

Except for few rapid expanding small towns of Vikindu, Mkuranga, Kimanzichana and Kisiju, Mkuranga district is predominantly a rural setting, with more than 80% of its population depending on agriculture as their main source of livelihood. Agriculture is and will for many years continue to be the mainstay of the economy of the people of the district. It is from this fact that the department of agriculture is charged with roles and responsibilities of providing effective and result oriented extension and technical services and support to the community. Mkuranga district has an area estimated to 193,400 hectares, suitable for agriculture where by the area under cultivation is 166,230 hectares. The district has high potential for irrigated agriculture but currently the district has 3 irrigation schemes which cover an area of 264 hectares, this area is only 1.51% of the total area which is 17,500. Currently the district produces the average of 6,300 tons of cashew nuts which is the main cash crop and average of 21,000 tons of other important crops (fruits, cassava and coconuts).

In fulfilling its roles and responsibilities, the department of agriculture, irrigation and cooperatives through Kilimo Kwanza Initiative recruited a substantial number of agriculture and livestock field staff which has enabled to reach 75% villages in the district and therefore ensure extension services and support to more than 100,000 households. Despite the notable achievement in increasing the number of field staff, the department still lacks 1 agriculture engineer, 3 irrigation technicians and 3 cooperative officers. Agricultural sector in the district is still afflicted with low productivity caused by combination of factors mainly being the use of traditional technologies and methods, and unreliable markets and crop prices. In very recent years, Mkuranga district has experienced a surge of investors who purchases chunk of lands for industrial and other purposes. Though highly welcome, this move poses a considerable challenge as far as competition between agriculture land and rapid expanding industries, and especially when these industries have no direct link with agriculture activities in the district.

2.2.6.1 Irrigation- No information provided from respective MDC officers

2.2.6.2 Cooperatives

Cooperative Section has a duty of promoting, auditing and advising cooperative societies in line with governing rules, policies and regulations. It is a pool of economic activity which has a role of making sure that members/community needs and wants are satisfied and at the same time satisfying sellers/producers needs and wants. To make sure that trade section does the function of ensuring a fair play by applying laws, regulations, and policies. It provides market information to farmers groups. The section is also a source of revenue collection to the district council through Levy collected by cooperative societies after the sale of crops. Conduct financial education programmes and strengthen farmers Cooperatives to effectively manage resources for their members. And finally it has the role of building capacity of SACCOS and AMCOS on agricultural financing. Currently the district has a total of 186 cooperative societies as shown in table 2 below.

Table: 6 Cooperative societies

| S/N | Item | Existing by 2013 |
|-----|---------------------------|------------------|
| 1. | AMCOS | 69 |
| 2. | SACCOS | 58 |
| 3. | PROCESSING COOPERATIVES | 46 |
| 4. | SERVICE COOPERATIVES | 2 |
| 5. | MINING COOPERATIVES(Salt) | 2 |
| 6. | JOINT ENTERPRISE | 1 |
| 7. | AGRICULTURAL COOPERATIVES | 8 |
| | TOTAL | 186 |

Source: Mkuranga District Council, 2013

Although cooperative section has a significant role to play for the development of the district, it is constrained by various problems which hamper the smooth operation of the section these are: shortage of cooperative officers, motorbike, offices and little education on Book keeping and cooperative. Moreover there is illiteracy on entrepreneurial skills and ordinary education to cooperative leaders.

2.2.7 Livestock and Fisheries development

2.2.7.1 Livestock

In Mkuranga district the Livestock Industry has an important role to play in building a strong district economy and in the process of reducing inequalities among the community by increasing their incomes and employment opportunities. While nurturing the natural resources, the task ahead is to establish an environment where opportunities for higher incomes and employment are created for resource-poor livestock farmers including the commercial farming sector. The local community of the District are traditionally not livestock keepers but in recent years cattle, sheep and goats have been introduced from other parts of the country. Commercial poultry keeping have also been introduced. The key roles of livestock department is to encourage the development of commercially oriented, efficient and internationally competitive livestock industry; to support the emergence of a more diverse structure of production with a large increase in the numbers of successful smallholder livestock producer enterprises and to conserve livestock resources and put in place strategies and institutions for sustainable resource development and use.

Currently the district has a total of 59 technical staffs working in livestock and fisheries extension services, in order to fulfil the requirements the district is supposed to employ 10 staffs annually. Livestock productivity in Mkuranga district for the year 2011/2012 were 60.2 Mt of beef, 7.9 Mt goat's meat, 1 Mt, pig's meat, 39.6Mt poultry meat, 360,000 Lt of milk, 408,212 trays of eggs, 827 Pcs of cattle hides, 511 Pcs of goat's skins and 19 Pcs of sheep skins. These productivity rates are fairly low as required by consumers in the district, this is due to various challenges such as animal diseases, use of poor genetic potential animals, poor livestock feeding and illiteracy among local community. The current situation on livestock infrastructures there are 3 cattle dips are available out of a total of 6 cattle dips required, 2 Chaco dams available out of 6 Chaco dams required, 1 primary livestock market is in place out of 2 primary livestock markets needed and 1 abattoir is available but 2 more are required. Moreover, currently there is no Artificial insemination centre and milk collection centre which affect the productivity of livestock keeper.

2.2.7.2 Fisheries

The Fisheries Industry in the district provides employment and income for the local people and is a vital source of both nutritious and cheap protein. Mkuranga has about 90 kilometers of coastline, extending from the Temeke to the Rufiji districts. Like much of coastal Tanzania, the district is endowed with coral reefs, mangrove forests, and coastal fisheries. There are seven coastal villages where fishing is dominant activities: Shungubweni, Mpafu, Kerekese, Kisiju, Pwani, Mdimni, Magawa, and Kifumangao and several near-shore islands, hosting the Boza, Kuruti, Kwale, and Koma villages. This has resulted Mkuranga to have several areas that are attractive for fishing. The district has ten official fisheries landing sites, the largest being in Kisiju Pwani. This is the only place where fish landings are recorded. Fishing is carried out on subsistence basis by artisanal fisherman who land about 98% of the total catches of the district. Fishing activities concentrate inshore shallow waters due to limited range of the fishing vessels and craft

A fisheries sector is still affected by low productivity caused by a combination of factors mainly being the use of traditional technologies and methods, and unreliable markets. Conflicts between industrial and artisanal fishers are common in Mkuranga. Artisanal fishers feel that the industrial fishers do not adhere to the established rules related to fishing grounds, gears, and timetables. For example, industrial vessels have broken rules by fishing in shallow water at night and dumping fish remains into the sea. As a result artisanal fishing gear has been damaged, stocks have been overfished, the fish harvest has declined, and the breeding grounds destroyed.

2.2.8 Primary Education

Primary education has gradually emerged as a priority sector and is seen as central to both poverty reduction and development. In Mkuranga District council primary education is among of 13 departments responsible for managing and controlling primary education sector in the district. It deals with supervision and implementation of Pre-primary schools and Primary schools programmes. Its major role is supervising/monitoring, directing and implementing the provision of good quality education. In promoting good quality of primary education the district has a total of 108 primary schools, where by 104 are Government Primary schools and 4 are Private Primary schools. The district has a total of 50174 pupils enrolled for Primary school education in both government and private schools.

Moreover, there are a total of 601 classrooms instead of 1344, teacher's houses 215 instead of 133, Pit latrines 992 instead of 2,367, Teacher's offices 161 instead of 234 Primary school stores 57 instead of 190, Desks 11,819 instead of 24,514 Tables 1,025 instead of 2,454, Chairs 1,119 instead of 2,569, Cupboards 219 instead of 2,139, Water reserve (Tank) 84 instead 202. For smoothening its service delivery the

department is divided into 3 units which include: Statistics and logistics unit, Academic unit and Adult education Unit. The department has a total of 15 staffs who are working in the department. However the department is also constrained by shortage of staff, shortage of computers and lack of motor vehicles for office use.

2.2.8.1 Culture and Sports

The office of Culture and Sports is the section under the Department of Primary Education which deals with mobilizing and coordinating Cultural and Sports activities in the District. It is an important section because it has significant roles to the socio- economic development in the District. The community presumes on the ways people are living, their activities, beliefs, norms and habits as integral parts of culture. Culture reflects total way of life of individuals and community at large. In the District there are 19 cultural groups by which 12 of them are registered and 7 are not registered. As an income generation activity these cultural groups are normally invited in different occasions inside and outside the District in order to mobilize and educate people on diverse issues pertaining historical events and community development. There are 21 recognized Social Halls located in 4 wards. These premises are all not in standard due to the shortage of fund to renovate them. The district has the effort to make sure that these Halls are maintained to meet the needed requirements so as to operate legally. There are 10 solo Artists performing different Art works within the council. Also there are 4 Historical sites that need to be reserved and developed for future earnings.

However, there are 52 registered Sports Clubs and 1 Sports Association. Unregistered Sports Clubs are 82 while 3 Sports associations were identified but are not registered. These Clubs and associations are all participating in different tournaments and other competitions. The council has located 1 open land for establishing Sports Village by which Sports grounds have to be made. In schools there are 120 Sports grounds of which 60% of them do not meet the required standards. The sports and culture unit has 4 staffs form a working group which meet the needs of the section. The office has no Motor vehicle and motorcycle for official use; there is shortage of tables, chairs and lack of computer.

2.2.9 Secondary Education

Secondary education refers to the post primary formal education offered to persons who will have successfully completed seven years of primary education and have met requisite entry requirements. The rationale of secondary education include: To consolidate and broaden the scope of baseline ideas, knowledge, skills and principles acquired and developed at primary education level. To enhance further development and appreciation of national unity, identity, and ethic, personal integrity, respect for and readiness to work, human rights, cultural and moral values, customs, traditions and civic responsibilities and obligations. To promote the development of competency in linguistic ability and effective use of communication skills in Kiswahili and at least one foreign language. To provide opportunities for acquisition of knowledge, skills, attitudes, and understanding in prescribed or selected field of study. And to Prepare students for tertiary and higher education, vocational, technical and professional training.

Secondary education department in the District was formally established in 2009, before that period Secondary education was under the Ministry of Education and Vocation Training. The Department started with only 2 staffs, i.e. District Secondary education officer and District Secondary academic officer however, currently there are 3 staff working in the department. The department has two units namely Academic Office and Statistics and Logistics units. Mkuranga District council has a total of 31 secondary schools. Where by 21 are public (government) schools built through community self initiative while 10 are private

owned secondary schools. The construction work for other three secondary school is still in progress where 2 schools are public (government) and 1 is private school this will result to a total of 33 secondary schools after its completion.

The enrollment of student is increasing yearly, though the number of student enrolled is minimal compared with the capacity of the District's secondary schools, due to low number of pupils who pass the Primary schools examination. The number of student in government schools are 9,646 where by 5,096 are boys and 4,550 are girls, while the number of student in private schools are 6,258 among them 3,669 are boys and 2,589 are girls. The number of students in community secondary schools by June 2016 is expected to be 14,712.

Table: 7. Students enrollment for five years

| YEAR | NO.OF CANDICATES | | | NO. CANDIDATES PASSED PSLE | | | | NO. OF STUDENT SELECTED TO JOIN SECONDARY SCHOOL | | | |
|------|------------------|-------|-------------|----------------------------|-------|-------------|-----|--|-------|-------------|------|
| | BOYS | GIRLS | TOTAL | BOYS | GIRLS | TOTAL | % | BOYS | GIRLS | TOTAL | % |
| 2008 | 3013 | 2838 | 5851 | 1919 | 1698 | 3689 | 63% | 1919 | 1698 | 3689 | 100% |
| 2009 | 2856 | 2840 | 5696 | 1380 | 1185 | 2565 | 45% | 1380 | 1185 | 2565 | 100% |
| 2010 | 2481 | 2616 | 5097 | 1142 | 1042 | 2184 | 43% | 1042 | 1042 | 2184 | 100% |
| 2011 | 2771 | 3115 | 5886 | 1256 | 1340 | 2596 | 44% | 1256 | 1340 | 2596 | 100% |
| 2012 | 2377 | 2668 | 5045 | 1312 | 1465 | 2777 | 55% | 1312 | 1465 | 2777 | 100% |

Source: Mkuranga District Council, 2012

The District has 285 teachers teaching in community (Government) secondary schools among them 156 are male and 129 are female. This number makes the teacher pupils ratio to be 1:34. By June 2016 the District is expecting to have 465 teachers which will make the ratio of teacher to students to be 1:31. However, Most of community secondary schools are facing shortage of teacher's house, Laboratories, Dining halls Libraries, Toilets, Administration blocks, Hostels Water wells Sola power and books.

2.2.10 Internal Audit

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

The operation of Internal Audit has the following objectives: Determine the accuracy and propriety of financial transactions. Evaluate, consult, and educate on financial and operational Processes, controls, related risks, and exposures. Provide advice and guidance on control and risk aspects of new policies, systems, processes, and procedures. Verify the existence of Council's assets and determine whether proper safeguards are maintained. Determine the level of compliance with MDC policies, procedures, laws and regulations. Evaluate the accuracy, effectiveness, and efficiency of the MDC processing systems. Determine the economy, effectiveness and efficiency of MDC in accomplish their mission and identify operational opportunities for cost savings. Coordinate audit efforts with, and provide assistance to, the National Audit Office and other external auditors.

In achieving its objectives the department performs the following functions:

- To collaborate with the Accounting Officer, prepare an annual work plan for Internal Audit section and have a copy sent to the office of the controller and Auditor General, Minister responsible for local government and Regional commissioner by not later than 15 July of the year.
- To shall prepare the Annual Risk Based Internal Audit plan and submit to the Audit Committee and Accounting Officer for approval.
- To conduct and audit or investigation without a written audit programme which must show clearly at least the: title of the audit programme, objective of the audit, the audit procedures in logical sequential flow.
- To keep a register of work done showing dates of field work, the date of final reports, date and nature of the responses received in respect of queries and indication of proposed follow-up activities to the controller and Auditor General upon request.
- To prepare and submit dated reports direct to the accounting officer for action and onward transmission to the Finance Committee. The accounting officer will send a copy to the Controller and Auditor General, Permanent Secretary, ministry responsible for local government and RAS within 15 working days from the date of receiving the report.

The operationalisation of the mentioned functions, the department has 4 professional staff holding MBA, PGDI, BAF and ADA respectively. However, the efficient and effective performance of the department is jeopardized by shortage of personnel, working tools such as laptops and camera and shortage of transport facilities

2.2.11 Legal

Legal Unit is among of 6 units in the organization structure of Mkuranga District Council which reports directly to the District Executive Director and therefore it has the same status as a Department. It deals with supervision of all legal services in the Council which are: to provide legal advice to the District Executive Director in particular and the whole Council in general; representing the District Council in cases before the Courts of Laws where the District Council is the party to such cases; preparing the Council By laws and supervising their implementations; and supervising the Ward Tribunals in the District Council. Moreover, the major significance of the unit is supervising/ monitoring, directing and implementing the provision of good quality and timely legal services in the Council. Although the operationalisation of activities goes smoothly the unit is constrained by various factors: There is one staff who is working in the unit as the head of Unit. There is one desktop computers and its printer which is not enough for working purpose. There is a need to have one laptop computer. There is no motor vehicle for office uses. There are 21 statute books – Revised Edition 2002 provided by the Office of the Prime Minister, Regional Administration and Local Government. These statute books are not enough for making reference while handling legal matters. There is a need to have other legal books like Law Reports, Legal Dictionary, different legal books regarding different fields of Laws written by different legal experts.

2.2.12 Works and fire rescue

Works and Fire Rescue is among of thirteen fundamental departments in Mkuranga District Council, under which the council is providing technical and financial support in the construction project services within Mkuranga District. The major role of the department is supervising/ monitoring, directing and implementing the provision of good quality Works and Fire fighting services. So far, Mkuranga District council has a total of 668 km of road network of which 110 km is the Trunk road belongs to TANROADS and the remaining 558km are the earth roads belongs to the District. There is still greater demand of the expansion of road

network to reach remote areas where most of District crops growers live. The district has only 196km of good surface condition passable through the year, 216km of fare surface condition passable seasonally and the rest 146km with very bad surface condition and impassable by cars. In some areas transportation is hindered by the lack of bridge structures, where during rainy season, communication between villages becomes impossible. To date the district through Works and Fire Rescue service department has managed to construct 5 bridges. The department has no office accommodation for its workers, so far the department need office building of its own with the capacity to accommodate all department staff and district fire rescue trucks and vehicles including workshops and parking yard. There is only 4 staff working in the department while there is no fire fighters at district level, the district has no fire fight truck. There is also need of new supervision car, since the one owned by the department is almost exhausted and therefore resulting into too much maintenance cost and running expenses.

2.2.13 General Election

After every five years there is election supervised by National Electoral Commission (NEC) for councillors, Member of Parliament and President, Last election was 2010 and it is expected another election by 2015, before election NEC coordinate people to update their information to the Permanent National voter register, for those who have not registered for different reasons. For those who have registered to make their information clear and to remove all information of death voters and to add the voters who have migrated from different area to Mkuranga then the information are displayed to all parts of the district to give room everyone to prepare for election. Election sector helps to solve problems arises between political parties, leaders and community on the issue of leadership and election on the time of filling gaps. Also there is election supervised by TAMISEMI (PMO RALG) to elect Hamlet and Village Leaders, last election was 2009 and next will be conducted in 2014. The department has 6 staff working dealing with election matters.

Currently there are a lot of empty seats in the village after division of new villages and resignation of some leaders. The department intends to increase the number of new registered voters, to substitute the intruders and extruders and to remove the number of death voters in the register.

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

The Finance Department has 4 Section that is: Revenue section, Expenditure section, Salaries Section, Pre Audit Section 4 Final Accounts Section. All these sections are headed by District Treasury (DT) and each Section have Head of section who reports to District Treasury for any matters regarding to the Finance issues. Generally Finance unit has 26 Working Staffs However, inadequate qualified staff and working facilities hampers the better service delivery of the unit.

2.2.15 Water

Water supply in the district is based on National water policy of 2002; which insist on supplying clean, safe and potable water within 400m walking distance and within acceptable standards with emphasis on community participation, private sector participation, and integrating water supply with sanitation and Hygiene education. The Water Department of Mkuranga District currently has 7 staff out of 19, with 12 Shortage of staff. The field that have no staff are Hydrology, Mechanical, Hydrogeology, Survey and Civil. The District has 477 shallow wells, 154 deep wells, 14 rivers, 20 swamps, 133 rainwater harvesting systems and 2 protected springs. The council is working hard to ensure the accessibility of clean and safe water to its community to increase, at least by 21% of its people from 51%. These efforts would be done through the quick wins funding and other District council Development partners such as AMREF who has initiated water projects in the District. Also the District implement 10 water supply project in 10 selected Villages at Bupu and Nyamato wards under Water Sector Development Program Donated by the World Bank.

2.2.16 Information Communication Technology and Public relation unit

Mkuranga District Council has no active ICT section; therefore there is a need to establish this important section for the development of the council as a whole. This section needs two professional staffs who will work closely to other departments to solve ICT issues and problem arising as the council goes on in performing and delivering various services to its community. However this section if structured and organized in terms of administration and head of section must be involved at all levels in Council Management Team (CMT), Finance, Administration and Planning (FUM) and Full Council meetings. Also it needs to develop Policy, rules and regulations guiding the ICT section. After having established ICT section, it will develop Council Website, Blog, developing and implementing software and programs, Office Network connections and District Internet access and control. ICT section aims to facilitate its staff to undergo several studies in order to cope up and overcome the ICT changes and development of new world technologies.

2.3 Analysis of External environment

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

2.3.1 The Millennium Development Goals (MDGs)

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

2.3.2 DFID's Anti- Corruption Strategy for Tanzania

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

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

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

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

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

This necessitated the government to launch a National Strategy for Growth and Reduction of Poverty II (NSGRP II) to expedite the process of attaining the national development vision. MDC as a 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 Mkuranga District council has a vast opportunity of an area of 2432 km² of fertile land and about 90 kilometers of coastline, extending from the Temeke to the Rufiji districts endowed with coral reefs, mangrove forests, and coastal fisheries which can be strategically invested through private public partnership to promote the economic growth of the nation.

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

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

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

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

reporting systems; and better implementation of core reforms, including paying strong attention to further improvement of public financial management systems. All of these are in consonance with the core functions of the MDC in offering public services.

2.3.7 Small and Medium Enterprise Development Policy 2002

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

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

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

so as to add value to agro products and facilitate strengthening of institutions and associations supporting the SME sector. Since industrialisation in Mkuranga District council is dominated by small scale industries it which 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 o enhance the capacity of SMEs in the district.

2.3.8 Gender Aspects

The Tanzania society, like others is faced with the problem of gender inequalities and mainstreaming. There is a remarkable national and international concern on the need to actively address gender-based inequalities and its mainstreaming. There is no doubt that gender aspects in the country involve complex socio-cultural factors and hence quite challenging as require long-term interventions at various levels. MDC shall embark on contributing towards alleviating inequalities based on gender and thus promote sensitization of gender aspects.

2.3.9 Local Government Reform Programme

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

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

2.3.10 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

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

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

Since MDC 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.

2.3.11 Cooperatives Development Policy

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

2.4 Evaluation of the Previous Mkuranga District Council strategic plan: Overview of major Achievements and impediments

In strategic planning it is necessary for an organisation to ask itself as to where it is coming from; the past experience derived from the implementation of the previous strategic plan will add value in the formulation of the succession strategic plan. The analysis of these is based on the critical assessment of the preceding strategic plan based on its strategic objectives, targets, achievements and constraints that jeopardized the achievements of the intended objectives. The following therefore, are the achievements and constraints made during the implementation of the first five years MDC Strategic Plan.

2.4.1 Achievements

- ✓ Cashew nut production increased to 6,300 tons
- ✓ Orange production increased to 7,885 tons
- ✓ Pineapple production increased to 15,000 tons
- ✓ Mango production increased to 12,587 tons
- ✓ Coconut production increased to 968 tons
- ✓ Cassava production increased to 229,500 tons
- ✓ Maize production increased to 1.2 tons per hectare
- ✓ Paddy production increased to 0.9 tons per hectare
- ✓ An average of 4.5lt per day in crosses of dairy cows is obtained

potential negative impacts (including stakeholder conflicts). The Summary results for stakeholders analysis is presented in table 9 below.

Table 9: Stakeholders analysis matrix

| S/n | Name | Status | Major Activities |
|-----|---|---|---|
| 1. | The community members | Inhabitants of Mkuranga (Mkuranga District council) Low income earners | Small scale farming, fisheries, business, petty trading, Livestock keeping and lumbering, |
| 2. | TAMISEMI | Government entity | Financial support, providing Policies and guidelines |
| 3. | Ministries | Government entity | Providing Technical support, providing Policies and guidelines, Financial support |
| 4. | CSOs (CBOs, FBOs, NGOs) -AMREF, Action Aid, AMAGRO, MVIWATA, MCAFADA, MUVI, VECO, JICA, FAO, ICAP, Foundation for Civil Society, BAKWATA, | Non governmental entities | Supporting community development at local level |
| 5. | SUA | Government entity | Research, Training and Consultation |
| 6. | TASAF | Government entity | Financial and technical support, consultation, Training |
| 7 | SIDO | Government entity | Capacity building to Small Scale Industries |
| 8. | World Bank | International agency | Financial support in water supply services, primary school |
| 9 | Village council | Local government | Decision making, planning, administrative, financial management. |
| 10 | Political parties | Partisan | Advisory, awareness creation |
| 11 | RAS | Government entity | Advisory, provision of guidelines and regulations. |
| 12 | Financial institutions (NMB, SACCOs, FAIDKA, BAYPOT, Barclays, Tunakopesha Ltd) | Financial entities Private /Government owned | Provision of financial services (loans, credit) |
| 13 | TANESCO | Government entity | Provision of electric services |
| 14 | Telecommunication institutions (Vodacom, TTCL, Tigo, Zantel, Airtel, Posts) | Private/ Government entities | Provision education facilities, Media of communication |
| 14 | Police force | Government entity | Peace and Security services |

| | | | |
|----|---|---|---|
| 15 | PCCB | Government entity | Ant corruption services |
| 16 | Mass media (ITV, TBC, Radio station, News papers) | Private/ Government entities | Dissemination of current information, entertainment and awareness creation |
| 17 | Trade unions | Private entities | Protection of workers' rights, awareness creation |
| 18 | Traditional healers and alternative practitioner | Private entities | Healing, research on traditional medicine |
| 19 | Private companies (Azam, Songas, Rhino cement, Songfu, Gypsum, Blanket textile, Plastic Industries. | Private companies profit oriented, financially powerful | Provision of employment opportunities, Source of revenue, socio-economic providers |
| 20 | MITM | Government entity | Controlling, regulating and promoting industry, trade and marketing, through laws, regulations, directives and policies |
| 21 | MAFC | Government entity | Controlling, regulating and promoting Agriculture and Cooperatives through laws, regulations, directives and policies |
| 22 | TCCIA | Private entities | Promoting industry, trade and agriculture |
| 23 | Mkuranga District Council | Government entity | Administrative matters including by-laws enactment, provision of furniture, work rooms, stationeries |
| 24 | TFS – Tanzania Forest Service | Government entity | Financial and material support, advisory policy maker |
| 25 | NAO | Government Organization | Advisory services |
| 26 | Treasury-IA-General | Government Organization | Provide seminars, training and financial support |
| 27 | CBP | Government organization | Providing learning and teaching materials in schools. |
| 28 | National Examinational Council (NECTA) | Government Entities | Evaluation of secondary education through examinations. |
| 29 | Tanzania institute of education (TIE) | Government entities | Analyze, review, and revise curricula and support materials. Evaluate course of study at secondary education |
| 30 | Schools Inspectors | Government entities | Advisory, supervision on the implementation of education circular |

| | | | |
|----|--|---------------------|--|
| 31 | Teachers Department Services (TSD) | Government entities | Advisory, employment, confirmation of Teacher's |
| 32 | Rhino Cement company | Private Investors | Financial and equipment support |
| 33 | BASATA | Government entity | Technical support, guidelines , regulations, Consultation, Monitoring and Evaluation |
| 34 | BMT | Government entity | Technical support, guidelines , regulations, Consultation, Monitoring and Evaluation |
| 35 | TaSuBa | Government entity | Consultation , Technical support, guidelines and regulations |
| 36 | TACAIDS | Government entity | Consultation , Financial and Technical support, guidelines and regulations |
| 37 | Sports associations (TFF, COREFA, MDFA, CHANETA) | | Consultation , Technical support, program planning |
| 38 | B.T.C | Private agency | Consultation , Financial and Technical support |
| 39 | NEMC | Government entity | Policy maker, Advisory, Great awareness, Training. |

2.6 Summary of Strengths, Weaknesses, Opportunities and Challenges (SWOC analysis)

In achieving MDC vision the district must strive to utilize the existing Strength and Opportunities to eradicate its Weakness and Challenges. However, based on the analysis of the internal and external environment, the following is a summary of strengths, weaknesses, opportunities and challenges that MDC has to address and exploit.

2.6.1 Strengths

- MDC is a legal entity established on the basis of the Constitution of the United Republic of Tanzania
- Presence of a well defined organization structure with good chain of command and feedback.
- Availability of competent management team
- Presence of council by laws.
- Partnership is highly recognized by communities and other stakeholders
- Availability of Good road infrastructures
- Good relationships with the existing stakeholders
- Availability of Trainable technical staff in their respective fields
- Availability of qualified and skilled staff
- Favourable institutional set up and good governance
- Presence of abundance manpower mainly comprised of youths
- Team work spirit among staff members

- Presence of established markets for various business
- Promotion of cross sectoral coordination between the environmental section and other government Institutions at all level.
- Availability of 21 registered community secondary schools in 19 wards

2.6.2 Weaknesses

- Low participation of the community in decision making and implementation of development projects
- Prevalence of illegal hunting the community
- Annual bush fires behaviour among the society.
- Lack of Proper land use management
- 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
- Shortage of working facilities.
- Unsustainable use of available resources
- Inadequate number of women personnel
- Poor enforcements of laws and by- laws
- Inadequate data collection
- Slow adoption of changes in technology
- Existence of corruption
- Poor maintenance of infrastructure.
- Weak information and communication technology system
- High computer illiteracy at lower level.
- Poor governance at lower Levels.

2.6.3 Opportunities

- Availability of abundant land resources suitable for various socio-economic activities
- Proximity to Dar es Salaam commercial city; provides the district with a good place for marketing for various products
- Availability of financial institutions which act as a sources of funds to support community development projects
- Presence of private services providers
- Availability of other public institutions service providers (research, training and consultancy)
- Proximity to the sea areas which is suitable for fishing and ports
- Presences of Dar – Mtwara highway which can ease access to other places
- Presence of traditional harbours along the shore of Indian Ocean which can improve transportation system
- Willingness of Central Government to allocate resources for the Council
- Presence of a Regional Secretariat
- Employment Permits from Civil Service Commission provided.
- Existing of donor/Development Partners willingness to support.
- Availability of national strategies documents and policies
- Existence of planning/budgeting guidelines from central government.
- Existence of PMO RALG

- Community willingness to participate in development initiatives.
- Availability of Natural Resources
- Existence of historical archives
- Availability of capital development Grants

2.6.4 Challenges

- Land conflicts among the communities
- Increased social and economic activities which affect the environment.
- High demand for Agriculture area
- Disturbance of wild animal potential areas.
- Unreliable rainfall and climate change
- Prevalence of livestock and crop diseases
- Shortage of good pastures and water during dry season
- Environmental degradation due to poor agricultural practices
- Low price of agricultural products under free market system
- Delays in release of funds to effect development plans
- High illiteracy rate among farming community
- Change in demographic labour patterns resulted from rural-urban migration
- Prevalence of HIV/AIDS which affect manpower
- Lack of reliable rural road infrastructures
- Inadequate budget for the implementation of activities.
- Few number enrolled in secondary schools due to Low number of pupils passed the PSLE
- Lacks of secondary schools in some wards

CHAPTER THREE

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

3.1 Introduction

This chapter provides the context and the operational framework within which the MDC Strategic Plan (2013/14 – 2017/18) anchors on. It presents the MDC's vision, mission, values, strategic objectives, targets and strategic activities. In respect to the strategic planning process, strategic areas have been identified to improve the service delivery of MDC and thus achieve its vision, under each strategic objective, targets and strategic activities have been developed in order to guide the tasks of the Council during the next five years (2013/14-2017/18).

3.2 Vision

The vision of Mkuranga District Council is to ensure that its people have prosperous and sustainable high living standards by the year 2018.

3.3 Mission

The mission statement of Mkuranga District Council is to provide quality Socio-economic services to its community through effective and efficient use of available resource and good governance for improved living standards.

3.4 Values

Core values (Principle) are the prerequisite norms for effective and efficient service delivery in any organisation. The operationalisation of the Mkuranga district council mission is guided by six major principles that constitute what the district values most. These values are:

- Understand and learn about citizens and co workers needs.
- Satisfy citizens needs with innovative solutions
- A MDC Councilor or staff shall discharge his/her responsibilities efficiently, diligently with discipline and honesty.
- A MDC Councilor or staff shall abide to the requirements of his/her respective code of act No. 8 of 1982, section 20A of act No. 10 of 1982 , public service code of conducts and any other legislations which govern public service affairs.
- A MDC Councilor or staff shall deliver their services to the community without any stigma to people living with HIV/AIDS and people with disabilities.
- A MDC 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.

3.5 Strategic objectives

- ❖ Improved services and reduced HIV/AIDS infection.
- ❖ Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- ❖ Improved access, quality and equitable social services delivery.
- ❖ Increased quantity and quality of social services and infrastructure

- ❖ Enhanced good governance and administrative services
- ❖ Improved social welfare, gender and community empowerment
- ❖ Improved emergency and disaster management

3.6 Strategic Objectives, Result area, Key targets, Strategies and performance indicators

3.6.1 Strategic objective 1

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

3.6.1.1 Planning Statistics and Monitoring

Key targets

- District integrated development plans on short-term medium and long-term basis compiled by June 2016
- District Donors and Private sectors activities implementation unified by June 2016
- Conducive working environment to 7 staffs enhanced by 2016
- Advocacy to the community on development projects conducted by June 2016
- Decentralization by devolution improved in 18 wards and 121 villages by June 2016.
- District data base established by June 2016

3.6.1.2 Strategies

- Prepare periodic reports relating to development projects in the district.
- Undertake feasibility, studies for development projects for the council
- Prepare write-ups and proposals for seeking donor funding
- Coordinate and supervise participation of private sector in development activities
- Coordinate and monitor implementation of donor funded projects
- Organize regular meetings with NGOs, CBOs and Donors operating in the district
- Compile an up-to-date inventory of NGOs, CBOs and private institutions involved in development activities in the district
- Purchase of one land cruiser hardtop for monitoring activities
- Conduct civil servants training
- Train the community on the importance of statistics to the development activities through development stakeholders seminars
- Train civil servants on the best statistical methods of data collection and handling
- Collect, process and disseminate statistical information to the development stakeholders

3.6.1.3 Performance indicators

- ✓ Number of development project and periodic reports prepared
- ✓ Number of feasibility studies undertaken
- ✓ Number of project write ups prepared
- ✓ Number of private sector development activities participation enhanced
- ✓ Number of donor funded projects coordinated
- ✓ Number of Meetings organized
- ✓ Number of inventories compiled

- ✓ One Land cruiser hardtop purchased
- ✓ Number of workshops conducted
- ✓ Number of VEOs, WEOs trained

3.6.2 Strategic objective 2

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

3.6.2.1 Human resource and Administration

Key targets

- Number of Mkuranga District Council employees increased from 2161 to 2570 by June, 2016
- Employees work performance increased by the year 2016
- 15 Staff houses constructed by 2016
- Number of promoted employees increased by 2018
- Complaints and Good Governance Office established by 2018
- Records management system improved by 2018

3.6.2.2 Strategies

- Involve PO-PSM Establishment to allocate new employees to Mkuranga District Council
- Train staff in ethics, rules and regulation
- Conduct departmental Section meetings
- Ensure OPRAS system and Enhance staff to fill OPRAS forms
- Involve CMT to review employee's benefits
- Mobilise fund to construct 15 staff houses
- Undertake various Council meetings

Construct Good Governance Office.

3.6.2.3 Performance indicators

- ✓ Number of new employees recruited
- ✓ Working performance in place
- ✓ Number of OPRAS forms filled by staff
- ✓ Number of meetings conducted
- ✓ Number of employees promoted
- ✓ Reviewed number of employees benefits
- ✓ Number of staff houses constructed
- ✓ Good Governance Office in place
- ✓ Number of staff trained on record keeping

3.6.3 Strategic objective 3

- ❖ Improved social welfare, gender and community empowerment
- ❖ Improved services and reduced HIV/AIDS infection.

3.6.3.1 Community Development, Social welfare and Youth

Key targets

- Improve capacity of department data collection Data compilation and report writing by June, 2018
- Conducive working Environment for 23 staff by June, 2018
- Establishment and implementation of council by laws by June, 2018
- Community nutrition on status improved by June, 2018
- Provision of Social Economic Empowerment to poor and vulnerable groups in 18 wards improved by June, 2018
- Strengthen of Gender equality and community Empowerment to 18 wards by June, 2018
- Commemoration of National and International Festivals by June, 2018
- 5448 Orphans and vulnerable children in need of care and protection have been ensured to access social services by June 2018
- 5000 numbers of poor and vulnerable older people identified, supported and enrolled in pre payment, exemptions and waivers schemes and socially rehabilitated and resettled by 2018

3.6.3.2 Strategies

- Facilitate one day training to 121 villages Executive Officers (VEOs) on the use of village registers, data collection, compilation and report writing by June, 2015
- Facilitate daily office running expenses
- Provide staff with essential working gears such as Lap Tops, Computers and accessories
- Conduct public awareness meeting on establishing by laws are established
- Facilitate monthly Department meeting by June, 2018
- Facilitate training of 121 corps on the access and quality Nutrition to the community by June, 2017
- Conduct Quarterly meeting of multisectoral council Nutrition committee by June, 2015
- Facilitate 40 special groups with economic empowerment emergency support (Albino, Disability, MVC) by June, 2015
- Conduct 2 days training on sustainable establishment of 60 VICOBA by June, 2015
- Facilitate contribution of Funds to 60 women groups by June, 2015
- Conduct 20 days supervision to 20 trained youth groups by June, 2018
- Conduct 5 days meeting to 30 youth stakeholders on how to support organized and trained youth groups by June, 2018
- Facilitate refresher training to 23 Community Development Staff on how to prepare business plan and proposals for business groups by June, 2018
- Mark and celebrate the commemoration of women international day by June 2018
- Mark and celebrate the June child day
- Facilitate children Baraza (Council) conduct its Quarterly meeting annually
- Facilitate one day training of 28 members of council children Baraza on how to operate efficiently
- Facilitate the international commemoration day of the disabled people annually by June, 2015
- Coordinate and map 10 local partners' providers of social welfare services by June 2014
- Facilitate sensitization meeting of local community structures to carry responsibilities for monitoring and protecting most vulnerable children from abuse and neglect by June 2014
- Enroll 1000 elders and poor people in CHF by June 2014.
- Facilitate 120 poor sick with food and fare by June 2014
- Facilitate 120 poor sick with food and fare by June 2014

3.6.3.3 Performance indicators

- ✓ 121 villages Executive Officers (VEOs) trained
- ✓ Availability of data and report
- ✓ Office running smoothly
- ✓ Number of office/ working gears procured
- ✓ Number of bylaws prepared/established
- ✓ Number of monthly department meeting conducted
- ✓ Reduction of Malnutrition
- ✓ Number of quarterly nutrition meeting
- ✓ Number of disabled people empowered
- ✓ Sustainability of the established VICOBA
- ✓ Women entrepreneurs running their business
- ✓ Number of trained youth groups supervised
- ✓ Number of meeting conducted
- ✓ Number of write up proposals and business plans prepared
- ✓ Women international day marked
- ✓ June child day marked
- ✓ Children Baraza meeting conducted
- ✓ Number of members trained
- ✓ International disabled day marked
- ✓ Number of local partners coordinated
- ✓ Number of local community structure sensitized
- ✓ Number of elders enrolled
- ✓ Number of poor sick facilitated

3.6.4 Strategic objective 4

- ❖ Improved services and reduced HIV/AIDS infection.

3.6.4.1 Health

Key targets

- Maternal mortality rate reduced from 118/100,000 to 115/100,000 by June 2018
- Under five years mortality rate reduced from 26/1000 to 20.1000 by June 2018
- Increased coverage of health facilities based deliveries from 47% to 80% by June 2017
- Health services delivery improved in 44 health facilities by June 2018
- Shortage of medicine, medical equipments and supplies reduced from 50% to 35% by June 2018
- Conducive working environment created to 114 health worker by June 2017
- Immunization coverage raised from 98% to 100% by June 2017
- Infection prevention adhered according to National standard by June 2018
- Health facility providing emergency oral health care increased from 8% to 16% by June 2018
- Coverage of eligible population on NTD mass drug administration raised from 88% to 94% by June 2018
- Improved latrine coverage at household increased from 13% to 20% by June 2018
- Conducive working environment created to 401 Health workers by June 2018
- 44 Health facilities have reliable transport facilities for improving access and referral services by June 2018

- Under five nutritional status improved and malnutrition cases reduced 13% to 1% by June 2018
- Conducive working environment for Health workers improved from 60% to 63% by June 2018
- Number of health facilities increased from 35 to 50 by June 2018
- HIV prevalence reduced from 8% to 5% by June 2018
- TB infection rate reduced from 2% to 1% by June 2018
- 5448 orphans and vulnerable children in need of care and protection have access to social services by June 2018
- Number of traditional practitioners and healers adhering to National guidelines increased from 44% to 100% by June 2018
- Functionality of Health service board and Health facility governing committees increased from 79.5% to 100% by June 2018

3.6.4.2 Strategies

- Procure basic emergency obstetric and neonatal care equipment
- Enhance availability of delivery kits and medicine for ANC in the district hospital
- Pay on call allowance to 17 HW's to work for 24 hours
- Facilitate availability of services for 24 hours in district hospital
- Attend RHMT meeting quarterly reviewed all maternal and perinatal death
- Facilitate availability of RCH report forms
- Enhance availability of obstetric equipments to 40 health facilities
- Facilitate availability of equipments for post abortal care to 3 health facilities
- Conduct 3 days evaluation meeting on pregnancy monitoring to 18 wards
- Facilitate availability of tools for demonstration to 40 RCH clinic and youth friendly services
- Initiate 10 youth friendly services to 10 health facilities
- Purchase office furniture for 6 new dispensaries
- Facilitate referral system
- Conduct HMT quarterly meeting
- Facilitate transport and transportation to improve referral system at the district hospital and its peripheral health facilities
- Pay monthly wages to 10 casual laborers
- Facilitate PPM for ambulance, bajaji and hospital generator
- Conduct quarterly District Hospital Management Committee meeting
- Facilitate drilling of borehole at district hospital
- Procure medicine, equipment and medical supplies to 2 health facilities
- Facilitate availability of backer medicine for OIS
- Rehabilitate drug store at two health facilities
- Conduct quarterly PPM to 2 bajaji
- Facilitate referral system
- Facilitate statutory benefits
- Procure medicines, supplies and consumable for district hospital
- Conduct maintenance and repair of medical equipment
- Procure medicine and medical supplies for NHIF clients
- Procure medicine and medical supplies for treatment of malaria
- Facilitate availability of back up medicine for ANC
- Facilitate disposal of expired drugs
- Procure medicine, equipment and medical supplies including IMCI and ANC

- Facilitate disposal of expired medicines
- Collect sun screen from KCMC hospital for 100 albinos
- Procure equipment and supplies of infection prevention for 26 dispensaries
- Procure laboratory supplies for ANC
- Procure reagents for TB/Leprosy examination
- Procure medicine and medical supplies for the treatment of malaria
- Conduct maintenance of 8 hospital computer , 4 printer ,2 photocopy machine ,4 air condition and 14 fire extinguisher
- Procure stationeries and office supplies for district hospital
- Pay monthly utilities in district hospital
- Facilitate availability of infection prevention control equipment to district hospital
- Procure equipments for resuscitation of new born babies(HBB) in maternity wards
- Facilitate provision of locally made nutriset (F100,F75) in the district hospital
- Procure baby resuscitation supplies ,equipment and medicine for 2 health centre
- Procure medicine, equipment and medical supplies for IMCI to 2 health facilities
- Procure equipments /tools for nutritional assessment for 2 health centers
- Increase one diagnostic centre at Kitomondo for malaria diagnosis
- Procure and distribute 33 gas cylinder to 33 health facilities for IVD refrigerators
- Fill and distribute 224 gas cylinders to 27 health facilities for IVD refrigerator
- Refill and distribute 100 gas cylinders to 27 health facilities for IVD refrigerator
- Conduct national immunization week for 7 days
- Conduct PPM of 33 IVD refrigerators
- Procure vaccine trays for keeping vaccines
- Conduct cold chain follow up on public holiday and weekend
- Conduct Vitamin A mass drug administration biannually
- Conduct 54 mobile and 26 outreach services monthly
- Procure equipments and supplies for infection prevention for 2 health centers
- Conduct baseline survey of latrine coverage at house hold level and primary school to 11 villages at lukanga and Nyamato Wards
- Conduct advocacy/sensitization meeting to village development committee
- Conduct triggering process and orientation of CLTS to 46 hamlets at Nyamato and Lukanga Wards
- Conduct training to 22 masonry
- Conduct orientation training to 44 VHWs on data collection
- Conduct quarterly supervision and monitoring at house hold level (District team)
- Conduct 6 weeks training to 1 clinical officer on emergency dental care
- Conduct NTD mass Drug administration to 188,776 by June 2014
- Facilitate preparation of PE budget session in health department
- Pay monthly utility bills to the DMO offices
- Prepare and submit monthly, report claims forms and collect NHIF identity cards to zonal office Kibaha
- Conduct biannual PPM to 11 motorcycles
- Conduct two days pre planning meeting for financial year 2014/15
- Conduct two days pre planning meeting for financial year 2014/15
- Facilitate CCHP budget review at regional and ministry level
- Prepare quarterly CCHP implementation reports by June 2014
- Conduct PPM to 2 motor vehicles (DFP 668 ,STJ 8327)
- Pay employment allowances and statutory benefit to 26 CHMT and co-opted members

- Conduct 2 review meeting (mid year and annual) to 42 health facilities in charges and 26 CHMT and co-opted members
- Facilitate worker to attend domestic training and scientific meeting
- Conduct 288 supportive supervision routes to 42 health facilities
- Procure office stationeries, equipment and computer accessories
- Conduct maintenance and repair of hospital equipment and infrastructure
- Pay employment allowances and statutory benefit to 188 HW's
- Facilitate 20 hospital staffs to attend domestic training and scientific meeting
- Motivate workers based on correctly filling of 7000 NHIF claims forms
- Rehabilitate of 4 water closet latrine at district hospital
- Construct hospital fence phase 4
- Procure equipments/tools for nutritional assessment for 35 dispensaries
- Construct 15 new dispensaries
- Rehabilitation five dispensaries
- Construct 6 staff houses
- Construct patient kitchen at Mkuranga Hospital
- Construct Hospital corridor at mkuranga Hospital
- Construct Hospital fence at Mkuranga Hospital
- Drill one deep borehole at Mkuranga Hospital
- Procure furniture's for 15 new Dispensaries
- Install solar power to 20 dispensaries
- Procure reagents and laboratory equipments for HIV to the district
- Conduct 5 days refresher training on STI/RTI syndrome management
- Enhance provision of food and fare to patients in time of emergency
- Commemorate social welfare days (elders day, albino day, disability day and white stick day)
- Facilitate Bi-annual meeting with key stakeholders involved in care support and protection of MOC
- Purchase office furniture
- Facilitate timely availability of faret and food for accident survivors who don't have care takers
- Facilitate preparation of PE budget session in health department
- Conduct biannual CHMT and RHMT feedback meeting
- Conduct quarterly meetings to 26 CHMT members
- Conduct 6 council health services boards meeting
- Facilitate quarterly submission of progressive report at Regional and Ministry level
- Conduct biannual CHMT and in charges of health facilities
- Enroll 900 elders in CHF
- Transport sputum smear samples from peripheral lab to CTRL
- Conduct one day meeting to 250 Traditional healers and Practitioners on National guideline in 5 wards for 5days
- Conduct one day Training to 20 Health Officers on registration of Traditional Healers and Practitioners on adherence to National guideline

3.6.4.3 Performance indicators

- ✓ Number of health facilities with improved service delivery
- ✓ Number of maternal deaths reduced
- ✓ Number of Health facilities without out of stock drugs and medical supplies.
- ✓ Conducive working environment to health workers
- ✓ Number of under five mortality rate.

- ✓ Immunization coverage
- ✓ Adherence to National standards
- ✓ Number of health facilities providing emergency oral health care
- ✓ Number of house hold with improved latrines
- ✓ Coverage of NTD mass administration
- ✓ Conducive working environment to health workers
- ✓ Number of health facilities with improved transport system
- ✓ Under five nutrition status and rate of malnutrition cases.
- ✓ Conducive working environment to health workers
- ✓ Number of health facilities in good state of repair
- ✓ HIV prevalence rate
- ✓ TB infection rate
- ✓ Number of orphans and vulnerable children with access to social services
- ✓ Number of traditional practitioners and healers adhering to National guidelines
- ✓ Functioning of Health service board and Health facility governing committees

3.6.5 Strategic objective 5

- ❖ Improved access, quality and equitable social services delivery.
- ❖ Increased quantity and quality of social services and infrastructure
- ❖ Improved emergency and disaster management

3.6.5.1 Lands, Natural resource and Environment

Key targets

- Planned settlements in urban and rural areas developed by June, 2016
- Land disputes/conflict reduced by 2017
- Valuation of communities properties that are on development sites conducted by 2016.
- Forest and Forest resources protected and managed by June, 2016.
- Areas of Forest conserved increased from 51,000 to 52,760 by June, 2016
- Awareness created to the public on the status and potential of forest resources created by June, 2016
- Increased forester areas by 2016
- Increased area of forest reserves from 7,880 ha. by 2016
- Sustainable utilization of the Resource enhanced by June, 2016.
- Wild life animals found within the community are protected by June, 2016
- Rescue of human life and properties are safeguarded by 2016
- Awareness to the community on the status of wild life are created by June, 2016
- Beekeeping industry is developed by June, 2016.
- Bee fodder of 100 ha are managed and conserved by June, 2016
- The community to be trained on managing bees and bee products by June, 2016.
- A pilot bee apiary is developed at Mkuranga by June, 2016.
- Good project activities to be planned by June, 2016.
- Adequate information on environmental issues to the public is disseminated by 2016.

3.6.5.2 Strategies

- Conduct survey of 1200 plots in 5 urban centers

- Design 25 layout plans of 100 plots annually
- Draw/ Prepare the Mkuranga District Master Plan.
- Conduct training on land laws in 110 villages
- Facilitate conversation of land and people's property
- Regulations, Guidelines and Law enforcement to support protection and management of Forest to be introduced.
- Carrying out human resource needs assessment and training needs on forests and forest resources
- Frequent general patrols in and out of the Forests.
- Establishment of Tree nurseries with the capacity of 250,000 per year to 1,000,000 seedlings
- Planting 1,000,000 tree seedling to 580 ha per season/year compared to 452,000 planting
- Village government Private sector, Individual and other land tenure to be advised to set aside land for forest purposes from 5 to 20 plots of 1 ha.
- To maintain area that has natural vegetation to be developed to forests from none to 50 ha.
- Training the Forest users and the community surrounding the forest to invest in forest activities.
- Make use of Regulations Guidelines, Laws to support conservation
- Quick respond on reported incidents upon wild animals.
- Training the community and stakeholder the management and utilization of wild animals
- Introducing modern hives to the community to raise product from 4895 kg to 10,000 kg/year.
- Also, number of bee hives from 1035 to 1900 hives
- Setting aside land for bee fodder.
- Training community and other stakeholders on Beekeeping matters
- District Council to manage an apiary that will serve as a training centre.
- To carry out EIA before implementation from 4 projects to 20.
- Make use of environmental laws guidelines law enforcement.
- Frequent inspection on ongoing project capacity.
- Training and creating awareness to the public of the status of environmental management.

3.6.5.3 Performance indicators

- ✓ Number of plots survey
- ✓ Number of layout designed.
- ✓ Master plan designed.
- ✓ Number of village received training
- ✓ Number of people compensated
- ✓ Number of Hives introduces and kg of Honey produces
- ✓ Number of Ha set aside
- ✓ Number of stakeholder attained training.
- ✓ Existence of the Apiary.
- ✓ Number of EIA carried out.
- ✓ Number of stakeholders involved.
- ✓ Number of mitigation measures performed
- ✓ Number of training performed.
- ✓ Number stakeholders performed.

3.6.6 Strategic objective 6

- ❖ Increased quantity and quality of social services and infrastructure

3.6.6.1 Agriculture, irrigation and cooperatives

Key targets

- 2 small scale irrigation schemes established by June 2018
- agricultural crop quality control centers constructed and operational by June, 2018
- 100 farmer field schools (FFS) established by June, 2018
- 200 hectares of cassava seeds multiplication plots established by June, 2018
- 50 groups of small scale agro-processors established by June, 2018
- Conducive and attractive working environment ensured to 100 agricultural staff by June, 2018
- Agriculture extension services reached 150,000 households in the district by June, 2018
- 2 agriculture resource centers constructed and operational by June, 2018
- Farmers groups engaged in cassava value chain by June, 2018
- agricultural markets established in district border areas
- Employing 3 Cooperative officers by 2017/18
- Purchasing two motorbike in 2014/15
- Training 1,800 leaders on business and management skills
- 3.2-Entrepreneurial skills to 1,800 leaders
- Conducting annual auditing to 200 cooperatives by year 2017/18
- Statistics of 200 cooperative societies collected by 2017/18

3.6.6.2 Strategies

- Participatory irrigation sites selection
- Animate beneficiaries to contribute to the schemes
- Solicit funds from financial institutions and donors
- Collaborate with leaders and community
- Improve close supervision and follow ups
- Use of volunteer farmers
- Timely agronomic practices
- Select proper site for the FFS
- Enhance community awareness and education on the benefits of seeds multiplication pots
- Collaborate and work in partnership with other stakeholders (i.e agriculture research centers, NGOs and private sectors)
- Mobilise local community for getting appropriate group members
- Prepare project proposals and forwarded to donors for funding
- Provide appropriate working gear to staff
- Ensure timely staff promotion
- Regular short term trainings, workshop and seminars
- Pay annual leave to staff ensuring community support to staff
- Employ more extension staff
- Work in collaboration with other partners i.e private sector, train and use of paraprofessionals to support extension staff
- Seek funds from donors and development partners through proposal write-ups
- Employ 3 Cooperative officers
- Purchase two motorbike
- Train 1,800 leaders on business and management skills
- Conduct annual auditing to 200 cooperatives
- Train 14 day workers on computer skills application
- Collect statistics of 200 cooperative societies

3.6.6.3 Performance indicators

- ✓ Number of schemes established
- ✓ Number of beneficiaries involved in the schemes
- ✓ Number of agricultural crop quality control centers constructed
- ✓ Number of FFS established
- ✓ Area of cassava seeds multiplication plots cultivated
- ✓ Number of groups of small scale agro-processors established types and amounts of products processed
- ✓ Number of agriculture extension staff retained in the district
- ✓ Number of households reached for agriculture extension services
- ✓ Number of households visited for agriculture extension services
- ✓ Number of partners collaborating with the department in offering extension services agriculture resources centers constructed
- ✓ Number of donors and development partners consulted for support
- ✓ Number of groups engaging in cassava value chain activities amounts and types of products in the cassava value chain
- ✓ Number of markets established
- ✓ Quantity of agricultural products marketed
- ✓ Number of trade officers employed,
- ✓ Number of computers bought
- ✓ Number of motorbike seen in the office
- ✓ Cooperative leaders able to keep business record books, able to trade with profit
- ✓ Work done timely.
- ✓ Cooperatives needs addressed and business performance increased
- ✓ Number of local community mobilised for getting appropriate group members
- ✓ Project proposals prepared and forwarded to donors and development partners for funding
- ✓ Agricultural marketing promotion
- ✓ Enhanced stakeholders partnership
- ✓ Number of local farmers mobilised to make effective use of the markets

3.6.7 Strategic objective 7

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

3.6.7.1 Livestock and Fisheries development

Key targets

- Cattle dips established by June 2018
- Charcoal dams established by June 2018
- 50 farmer field schools (FFS) established by June, 2018
- 1 primary livestock market established by June, 2018
- 10 groups and 1 network of livestock stakeholders established by June, 2018
- Conducive and attractive working environment ensured to 80 livestock and fisheries staff by June, 2018
- Livestock and fisheries extension services reached 150,000 households in the district by June, 2018
- 2 livestock resource centers constructed and operational by June, 2018

- 50 farmers groups engaged in local chicken value chain by June, 2018
- 15 farmers groups engaged in dairy goats' value chain by June, 2018
- Milk collection centers established by June, 2018
- 2 artificial insemination centers established by June, 2018
- 2 slaughter houses established constructed by June, 2018
- Increase livestock production and reduce livestock mortality from 30% to 15% by June, 2018
- Set aside and officially demarcate livestock grazing areas in 10 villages by June, 2018
- Increased level of literacy on HIV/AIDS from 0 – 61 staffs by June, 2018
- Technical knowledge on management and utilization of fish and fishery products to 500 village members by June 2018
- Protection of coastal and marine environment on 11 coastal villages by June 2018
- Prepare 80% fisheries statistical data by June 2018

3.6.7.2 Strategies

- Participatory dips construction sites selection
- animating beneficiaries to contribute to the project soliciting funds from financial institutions and donors
- Participatory dips construction sites selection
- Animate beneficiaries to contribute to the project soliciting funds from financial institutions and donors
- Use of volunteer farmers
- Proper livestock management practices
- Select of proper site for the FFS
- Participatory dips construction sites selection
- Animate beneficiaries to contribute to the project soliciting funds from financial institutions and donors
- Mobilize local community for getting appropriate group members
- Project proposals prepared and forwarded to donors for funding
- Appropriate working gear provided to staff
- Ensure timely staff promotion
- Regular short term trainings, workshop and seminars
- Paid annual leave to staff
- Ensure community support to staff
- Employment more extension staff
- Work in collaboration with other partners i.e private sector, train and use of paraprofessionals to support extension staff
- Seek funds from donors and development partners through proposal write-ups
- Sensitize and mobilizing local community for getting appropriate group members
- Prepare project proposals and forwarded to donors and development partners for funding
- Mobilize local community for getting appropriate group members
- Participatory involvement with local community to secure the site
- Seek funds from donors and development partners through proposal write-ups
- Seek funds from donors and development partners through proposal write-ups
- Conduct onsite training to livestock keepers on preventive measures for major livestock diseases
- Conduct vaccination programs on notifiable diseases such as Anthrax, BQ, PPR and RVF in Cattle, sheep and goats, Newcastle disease in chickens and Rabies in dogs

- Establish more cattle dips
- Use of improved male animals to cross breed with local types
- Use of Artificial Insemination (AI) technology
- mobilize local community for getting appropriate livestock grazing areas
- Conduct training to staff members on HIV/AIDS preventive measures

3.6.7.3 Performance indicators

- ✓ Number of cattle dips established
- ✓ Number of beneficiaries involved in the project
- ✓ Number of cattle dips established
- ✓ Number of beneficiaries involved in the project
- ✓ Number of FFS established
- ✓ Number of cattle dips established
- ✓ Number of beneficiaries involved in the project
- ✓ Number of groups and network established
- ✓ Number of group members
- ✓ Number of agriculture extension staff retained in the district
- ✓ Number of households reached for livestock extension services
- ✓ Number of households visited for livestock extension services
- ✓ Number of partners collaborating with the department in offering extension services
- ✓ LIVESTOCK resources centers constructed
- ✓ Number of donors and development partners consulted for support
- ✓ Number of groups engaging in local chicken value chain activities
- ✓ Number of group members involved in local chicken value chain
- ✓ Number of groups engaging in dairy goats value chain activities
- ✓ Number of group members involved in dairy goats value chain activities
- ✓ Number of milk collection centers established
- ✓ Amount of milk (in liters) collected
- ✓ Number of artificial insemination centers established
- ✓ Number of cows and heifers inseminated
- ✓ Number of slaughter houses established
- ✓ Number of animals slaughtered and inspected
- ✓ Number of live animals and amount of animal products obtained
- ✓ Percentage of livestock mortality rates
- ✓ Number of animals vaccinated
- ✓ Number of villages achieved
- ✓ Number of hectares set aside and demarcated
- ✓ Number of staffs that are aware of HIV/AIDS
- ✓ Number of staffs contracted HIV/AIDS

3.6.8 Strategic objective 8

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

3.6.8.1 Primary Education

Key targets

- Improved Academic performance by raising the current STD VII pass mark from 44% to 60% by June, 2016.
- Thirty (30) staffs welfare improved by June, 2016
- Office operations improved from 76% to 80% by June, 2016.
- District's pupils academic performance assessed by June, 2016.
- Teacher's welfare improved from 1,154 persons to 2,500 persons by June, 2016.
- Capitation grant to 50,174 Pupils paid by June, 2016.
- Primary school buildings and furniture increased from 796 to 950 by June, 2016.
- Adult literacy programmers revived by June, 2016.
- Prevalence rate reduced from 10% to 7% by June 2016
- Education on how to combat corruption to workers and pupils is provided by June 2016
- Smooth office operation facilitated and enabled to 3 staffs by 2018
- 1,000 youth members to participate actively in sports and cultural activities by 2018.
- Four (4) historical sites to be reserved and developed to promote cultural tourism at 4 villages by 2018

3.6.8.2 Strategies

- Make supervision to 108 Primary schools by June, 2014.
- Facilitate fund for workers incentives by June, 2014.
- Support (Funds) for equipments and fuels for official utilization by June, 2016.
- Improve teaching and learning material.
- Conduct a 20 days evaluation of STD IV and STD VII examination results by June, 2014.
- Supplement adequate official working materials and telephone expenses by 2018
- Enable 4 staffs travelling on leave by 2018
- Facilitate leadership capacity building to 4 staffs,75 sports and cultural group leaders by 2018
- Mobilize and increase number of registered Art/cultural groups, sports associations at 18 wards by 2018
- Coordinate sports competitions and tournaments at all levels by 2018.
- Facilitate construction of 2 sports grounds at 2 wards by 2018.
- Mobilize, preserve and promote memorial facts and historical sites
- Promote cultural tourism

3.6.8.3 Performance indicators

- ✓ Number of Primary schools supervised
- ✓ Number of workers facilitated.
- ✓ Number of furniture purchased
- ✓ Liters of fuel bought
- ✓ Numbers of books purchased.
- ✓ Number of stakeholder meeting conducted.
- ✓ Facilitation of fund to 3 TRC's
- ✓ Facilitation of fund t to WEC
- ✓ Number of teachers traveled
- ✓ Number of teachers moved/shifted
- ✓ Number of teacher buried.

- ✓ Number of schools supported.
- ✓ Number of teacher's house completed
- ✓ Number of classrooms completed
- ✓ Number of classrooms constructed.
- ✓ Number of teacher's house constructed.
- ✓ Number of Pit latrines constructed.
- ✓ Number of desks procured.
- ✓ Number of committee trained.
- ✓ Number of officers trained
- ✓ Number of seminar Conducted
- ✓ Number of staff trained.
- ✓ Number of staffs facilitated and enabled.
- ✓ Number of youth members participated in sports and cultural activities.
- ✓ Number of Historical sites reserved /developed for memorial basis and cultural tourism.

2.6.9 Strategic objective 9

- ❖ Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- ❖ Improved access, quality and equitable social services delivery.
- ❖ Improved services and reduced HIV/AIDS infection.

2.6.9.1 Secondary Education

Key targets

- 08 Staffs and 345 Teachers Welfare improved by June 2016
- Secondary school Grants paid by June 2016
- Office operation improved by June 2016
- District secondary schools academic performance increased from 15% to 45% by June 2016
- Secondary school Buildings, Furniture increased from 25% to 40% by June 2016

3.6.9.2 Strategies

- Provide employment benefit and statutory payment to 345 teachers by June 2014
- Facilitate fund for seminar of 02 days to secondary schools teachers.
- Provide funds for training to secondary school teachers
- Facilitate/ provide fund for capitation grant to 22 secondary schools by June 2014
- Provide fund for meal ration to Boarding schools by June 2014
- Facilitate fund for equipment and fuel utilization by June 2014.
- Facilitate funds for supervision and monitoring of SEDP II by June 2014
- Supervise/invigilate form II, IV and VI national Examinations by June 2014.
- Conduct evaluation of Form II, IV and VI national examination results by June 2014.
- Conduct evaluation meeting to secondary school teachers by June 2014.
- Conduct two phase inspection to 22 secondary teachers by June 2014

- Construct 08 classrooms by June 2014
- Construct 05 teacher's house by June 2014.
- Construct 02 Hostels by June 2014
- Construct 01 dining hall and kitchen by June 2014.
- Facilitate funds for procurement of 500 desks by June 2014.
- Facilitate funds for completion of construction of 12 Teacher's house.
- To facilitate funds for completion of construction of 01 administration block.
- Facilitate funds for completion of construction of 2 hostel

3.6.9.3 Performance indicators

- ✓ Number of staff paid leave travel
- ✓ Burials expenses paid
- ✓ Number of seminar conducted.
- ✓ Number of teachers paid training allowances
- ✓ Amount of capitation disbursed to secondary schools.
- ✓ Amount of meal ration disbursed to secondary schools
- ✓ Number of liter of fuel purchased.
- ✓ Number of equipment procured
- ✓ Conduction of form II, IV and VI national examinations.
- ✓ Presence of Evaluation report.
- ✓ Number of meeting conducted.
- ✓ Number of inspection conducted
- ✓ Number of classrooms constructed.
- ✓ Number of teachers' house constructed.
- ✓ Number of dining hall and kitchen constructed.
- ✓ Number of desks procured.
- ✓ Number of teachers' house completed.
- ✓ Number of administration block completed.
- ✓ Number of hostels completed

3.6.10 Strategic objective 10

- ❖ Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- ❖ Enhanced good governance and administrative services

3.6.10.1 Internal Audit

Key targets

- Major Council systems development and process improvement initiatives are supported by June 2016.
- Annual Audit Plan is developed by June 2016
- Audit results reported by June 2016 to accounting officer for action and onward transmission to the Finance Committee.
- Follow-up reviews of audit recommendations performed.

3.6.10.2 Strategies

- Conduct quarterly audit report throughout the year
- Prepare internal audit risk based plan
- Conducting annual physical stock taking of assets
- Verify of audit queries answers

3.6.10.3 Performance indicators

- ✓ Clean audit report achieved
- ✓ Risk reduced on financial and operational procedures in MDC
- ✓ Assets of the council are safeguarded.
- ✓ Audit queries are timely answered.

3.6.11 Strategic objective 11

- ❖ Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- ❖ Enhanced good governance and administrative services

3.6.11.1 Legal

Key targets

- Improved re presentation of the Council in cases before the Courts of Law for 90% by June, 2016.
- Eighteen (18) Ward Tribunals improved by June, 2016
- Office operations improved from 76% to 80% by June, 2016.

3.6.11.2 Strategies

- Make representation of cases before the Courts of Law where the Council is the party.
- Provide legal training to the members of 18 Ward Tribunal on how to conduct cases brought before them by June, 2016.
- Set aside funds for purchasing office equipments and fuels for official utilization by June, 2016.

3.6.11.3 Performance indicators

- ✓ Number of Cases supervised and represented.
- ✓ Number of Ward Tribunal's members trained.
- ✓ Number of computers, legal books and materials purchased
- ✓ Liters of fuel bought

- ✓ Amount of money paid as allowance to District Solicitor for buying Court Attire

3.6.12 Strategic objective 12

- ❖ Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- ❖ Improved access, quality and equitable social services delivery.
- ❖ Increased quantity and quality of social services and infrastructure

3.6.12.1 Works and fire rescue

Key targets

- 146 km of new roads constructed by 2018
- concrete of deck bridges Constructed by 2018
- 558km of road network maintained by light grading.
- 1 car for supervisor purchased by 2016
- 1 fire fighting truck Purchased by 2018
- Fire fighting Uniforms and Masks purchased by 2018
- Fire rescue service staff employed by 2018

3.6.12.2 Strategies

- Make supervision of 146km new roads
- Make supervision of 5 new concrete deck bridges
- Make supervision of 558km road network maintenance
- Make supervision of 558km road network maintenance
- Make supervision of new office building
- Purchase supervision car through government funding
- Purchase supervision car through government funding
- Purchase fire fighting truck through government funding
- Employ fire fighting bridge
- Purchase fire fighting Uniforms and Masks

3.6.12.3 Performance indicators

- ✓ 146 km of new roads constructed
- ✓ number of bridges constructed
- ✓ 558km road network maintained
- ✓ Office building built
- ✓ Supervision car purchased
- ✓ 1 fire fighting truck purchased
- ✓ 12 pairs of Uniforms and Masks purchased
- ✓ number of fire bridge employed

3.6.13 Strategic objective 13

- ❖ Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- ❖ Enhanced good governance and administrative services

3.6.13.1 General Election

Key targets

- 50,000 new voters registered by 2015

3.6.13.2 Strategies

- Create awareness and education on the benefits of voting and registration to a community with the collaboration of stakeholders
- Register new voters with the 18 of age and migrate from out of Mkuranga,
- Remove death voters and Voters who migrate in,
- Provide and correct Voters Identity Cards,
- Display the Permanent National Voters Register

3.6.13.3 Performance indicators

- ✓ Number of registered voters increase.
- ✓ Number of Votes in election increase.
- ✓ Majority choose the right Leaders.
- ✓ Majority have Voter Identity Card.
- ✓ Removed number of death Votes and Voters migrate out timely.
- ✓ Add new Voters and Voters migrated timely.
- ✓ Number of registered Voters collected information during display
- ✓ Community aware with the benefits of election and registration.
- ✓ Decrease the number of Leaders to resign.
- ✓ Number of votes increase.
- ✓ Increase the number of stakeholders in the district provides education and materials
- ✓ Leadership transparency increase.
- ✓ Number of problems reported in the election office decrease.
- ✓ Election conducted timely

3.6.14 Strategic objective 14

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

3.6.14.1 Finance and Trade

Key targets

- Workplace and AIDS programme developed in Department by June 2016.
- Corruption in the delivery of the council services reduced from 50% to 20% by June 2016
- 10 Financial staff attended financial management courses by June 2016.
- Government financial accounting procedure adhered to and strengthened by June 2016.
- Conducive working environment improved by June 2016.
- Council revenue collection increased from 1,108,296,000/= to 2,500,000,000/= by June 2016

3.6.14.2 Strategies

NB: Strategies were not provided from the respective staff in the department

3.6.14.3 Performance indicators

NB: Performance indicators were not provided from the respective staff in the department

3.6.15 Strategic objective 15

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

3.6.15.1 Water

Key targets

- Access to clean and safe drinking water increased from 123,000 people in 2013 to 200,000 people by 2016
- Availability of clean and safe drinking water increased from 700,000ml. to 1,400,000ml by 2016,
- Skills and knowledge to 7 water Department staff Improved by 2018

3.6.15.2 Strategies

Supervise and monitor 10 water supply projects in a 10 selected Villages at Bupu and Nyamato wards.

Construct 1 borehole of 100 meters deep and 8” diameter in Mkuranga Town Water supply project.

Conduct community mobilization and selection of technology to be implemented to particular villages.

Operate and maintain vehicle and motorcycle.

Operate and maintain villages water supply schemes

- Conduct training of DWST and CWS's on monitoring of water projects in Mkuranga District.
- Conduct training to 7 Water Department staff on capacity Building.
- Conduct training on financial management, operation of water supply schemes to 70 Village water committees
- Statutory benefits will be done to 7 water department staff

Involve community and village governments, donors and water user entities for construction of water projects.

- Involve community and village governments, donors and water user entities for construction of water storage tanks.

3.6.15.3 Performance indicators

- ✓ Number of water projects implemented
- ✓ Number of people who access Clean and safe drinking water
- ✓ Number of water storage tanks constructed.

3.6.16 Strategic objective 16

- ❖ Increased quantity and quality of social services and infrastructure

3.6.16.1 Information Communication Technology and Public relation unit

Key targets

- Website development and Networking constructed by 2016

- Council data base system established by 2016
- End user support and services enhanced by 2016

3.6.16.2 Strategies

- Involved CMT and other DP on data collection.
- Apply data collection methods.
- Train end user staff

3.6.16.3 Performance indicators

- ✓ Website established
- ✓ Collected data in place
- ✓ Databases within the departments
- ✓ Number of staff/end user trained.

CHAPTER FOUR

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

4.1 Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the MDC Strategic Plan (2013/2014 – 2017/2018). The DED with the support of the Management shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

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

4.2 Monitoring

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

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the Planning Department to the organs representing the MDC 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 action |
|-------|---------------------|--------------------|----------------|--------------------|-----------------|--------------|-----------------|
| | | | | | | | |
| | | | | | | | |

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

4.3 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 MDC Strategic Plan (2013/14 – 2017/18) shall largely aim at:

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

4.4 Review

Plan review is important in order to remain focused in realizing the MDC 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.

4.5 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 MDC management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of MDC 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 for achievement of the strategic plan's Vision and mission.