

UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

NACHINGWEA DISTRICT COUNCIL



MEDIUM TERM ROLLING STRATEGIC PLAN
FOR THE YEARS 2017/18 – 2021/22

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BRN	Big Result Now
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
CMT	Council Management Team
DPs	Development Partners
FBOs	Faith-Based Organizations
HODs	Head of Departments
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IRDP	Institute of Rural Development Planning
LGAs	Local Government Authorities
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
NGOs	Non-Governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
OPRAS	Open Performance Review and Appraisal System
O&OD	Opportunities and Obstacles to Development Plan
PMO	Prime Minister's Office
PMU	Procurement Management Unit
SACCOS	Saving and Credit Cooperatives Societies
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa
TC	Town Council
VEO	Village Executive Officer
VWC	Village Water Committee
VWF	Village Water Funds
WEO	Ward Executive Officer
WUGs	Water User Groups

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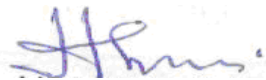
STATEMENT OF THE COUNCIL CHAIRPERSON

It gives me great pleasure and hopes to present Strategic Plan (SP) for Nachingwea District Council for the period 2017/2018 – 2021/2022. First I would like to acknowledge the hard work and commitment shown by all staff of Nachingwea District Council in the preparation of this strategic plan. This plan has set out the vision, mission, core values and objectives of Nachingwea District Council for the coming five years commencing July, 2017 through June, 2022.

I would like to clearly point out that the implementation of this SP requires the support of all stakeholders including the State House, Parliament, Prime Minister's Office, Regional Administration and Local Government (PMO-LARG/TAMISEMI), Ministries, Departments and Agencies (MDAs), Development Partners (DPs), Non- Governmental Organisation (NGOs), Community Based Organisations (CBOs), Faith-Based Organizations (FBOs), Financial Institutions and public at large. We believe that they all have a role to play in facilitating the Council to reach its vision and mission.

This document has been prepared in line with the Five years National Development Plan (2016/2017 – 2020/2021), National Development Vision 2025, National Strategy for Growth and Poverty Reduction (NSGPR II/MKUKUTA II), Ruling Party Manifesto (Chama cha Mapinduzi-CCM) of 2015-2020, and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual. Implementation of this strategic plan aims at achieving social and economic development to the communities Nachingwea District and other stakeholders.

I wish, therefore to ask all staff of Nachingwea District Council and all stakeholders to fully commit themselves in the implementation of the strategic plan aiming at achieving the vision of our Council.



**HON. ABDALLAH CHIKAWÉ
CHAIRPERSON
NACHINGWEA DISTRICT COUNCIL**

STATEMENT FROM THE DISTRICT EXECUTIVE DIRECTOR

I would like to present the new SP of 2017/2018 – 2021/2022 for Nachingwea District Council. May I take this opportunity to extend my gratitude to all stakeholders who have participated in the formulation of this Strategic Plan. I extend my sincere gratitude to the Council's chairperson, Hon. Abdallah Chikawe, Councillors, Heads of Departments (HOD) and Units and other functionaries of the Nachingwea District Council not forgetting the Central Government, Local Government Authorities (LGAs), Ministries Departments and Agencies (MDAs), Development Partners (DPs), Non Governmental Organisations (NGOs), Special groups, Sokoine University of Agriculture (SUA) and University of Dar Es Salaam (UDSM) for contributing in the preparation of Nachingwea District Council Strategic Pan.

The Strategic Plan present the Council's Vision, Mission, Long-term goals, the Council's Distinctive Competencies. The Council's core values are also presented in this Strategic Plan. The Strategic Objective for each Department/Unit and their respective Strategies and Targets are presented in a Matrix form.

The preparation of this Strategic Pan was done by referring to various National Policies and Strategies including the Five years National Development Plan (2017/2018 – 2021/2022), the National Development Vision 2025, CCM Election Manifesto of 2015/2020, National Strategy for Growth and Reduction of Poverty (NSGRPII/MKUKUTA II), MDGs, and other National Policies and Planning Frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual of 2007.

The Strategic Pan present our Vision which *is* "to have a society living free from poverty, illiteracy, diseases and which practice peace and tranquillity". Our Mission is "to provide quality and sustainable socioeconomic services in order to improve the quality of life of the people of Nachingwea District through efficient and effective use of resources and good governance".

The Strategic Pan has also highlighted the key functions of the Council in six Strategic goals which are reflected in the Departmental objectives, Strategies and Targets.

I conclude by asking all stakeholders to fully participate in the implementation of this Strategic Pan and by so doing, making it possible for our Council to realize its Vision.

Thank you for your participation,



Valery Kwembe
DISTRICT EXECUTIVE DIRECTOR
NACHINGWEA DISTRICT COUNCIL

EXECUTIVE SUMMARY

Nachingwea District Council was established on 31st December 1983 when the clerk of the National Assembly signed the certificate of establishment under the terms of the provisions of sections 8 and 9 of the Local Government Act 1982 (District Authorities). It started its operations on 1st January 1984. Nachingwea District Council is in class III in accordance with Local Government Authorities' classification.

The strategic plan for the period 2017/2018 – 2021/2022 takes issues identified in the strategic planning process which involved two workshops which involved Council Management Team (CMT) and stakeholders. It has also been prepared based on self assessment report and the identified critical issues to be addressed in this plan period.

The plan is divided into five main chapters and two annexes. Chapter One contains Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the Vision, Mission, Distinctive Competencies and Core Values. Chapter Four covers the Strategic Plan Matrix for Nachingwea District Council and it include the Strategic Goals, Strategic Objectives, Strategies and Targets. Chapter Five covers Implementation, Monitoring, Evaluation and Review Framework. The annexes consist of the organization structure of Nachingwea District Council and names of participants who participated in stakeholders' workshop conducted at Nachingwea District Council offices.

The strategic planning process came up with a vision and mission for Nachingwea District Council. The vision of the council is 'to have a well educated community with better livelihood'. The mission is "to provide quality and sustainable socioeconomic services in order to improve the quality of life of the people of Nachingwea District through efficient and effective use of resources and good governance". The plan articulates council's core values, strategic goals, departmental objectives, strategies and targets. Six strategic goals have been formulated based on the activities done by different departments which in one way or another are related to each other. The Strategic Plan also gives the way by which implementation, monitoring and evaluation of the new Strategic Plan for the period 2017/2018 – 2021/2022 will be done.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

This Strategic Plan (SP) covers five years period from July 2017 and ending December 2022. The Nachingwea District Council is charged with the responsibility of providing better social and economic services to the community like education both primary and secondary, health, rural water, roads and environmental protection. It also has the function of creating good working environment for economic production activities in order to increase the level of income and economic growth within the district and the nation at large.

1.2 Approach

The approach used to develop the plan was participatory workshop involving different stakeholders within the council, councillors, district management team and staff. The plan has been prepared based on the Five years National Development Plan (2017/2018 – 2021/2022), the Vision 2025, Ruling Part Election Manifesto of 2015, National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA), and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual.

The process of developing this plan involved undertaking situation analysis which involved self assessment, stakeholder's analysis, analysis on Strengths Weaknesses, Opportunities and Challenges (SWOC Analysis). The situation analysis came up with areas for improvement and critical issues that need to be addressed in the plan and hence formed the basis for developing the objectives. The council vision, mission, distinctive competences, core values, objectives, strategies and targets were formulated in the strategic planning process.

1.3 Purpose

This Strategic Plan has been prepared with a view of guiding the implementation process in a strategic direction. It also aimed at creating a common understanding among Nachingwea District Council Administration and Management, staff and other stakeholders in order to enhance their collective contribution in attainment of core functions of the Council. The strategy has been prepared in accordance to government format of strategic plan document and the content of the strategy stands as major reference materials for the implementation, monitoring and evaluation of Council activities in the period 2017/2018 – 2021/2022.

1.4 Layout of the Plan

The plan is divided into five main chapters and two annexes. Chapter One contains Introductory part covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the Vision, Mission, Distinctive Competencies and Core Values. Chapter Four covers the Strategic Plan Matrix for Nachingwea District Council and it include the Strategic Goals, Strategic Objectives, Strategies and Targets. Chapter Five covers Implementation, Monitoring, Evaluation and Review Framework. The annexes consist of the organization structure of Nachingwea District Council and Names of participants who participated in the stakeholders' workshop.

CHAPTER TWO

2.0 SITUATION ANALYSIS

This Chapter present the situational analysis of Nachingwea District Council based on the information collected from secondary sources and from the two workshops. In the analysis there is a short description of Nachingwea District Council, its mandate, roles and functions, and the existing vision and mission statements. Also the chapter provides results of stakeholder analysis, Strengths, Weaknesses, Opportunities and Challenges before identifying recent initiatives and critical issues or areas for improvements which need to be considered in the strategic plan for the next five years.

2.1 Historical Background

2.1.1 Location, Boundaries and Area

Nachingwea District Council is located in the South East of Tanzania main land and is one of the six district councils forming Lindi Region. It is between 10⁰ -11⁰ Latitude South of Equator and 38⁰-39⁰ Longitude East of Greenwich. Nachingwea district council is between 200 - 900 meters above sea level.

This District council which forms one of six district councils of Lindi Region, borders with Ruangwa District to the North-East; to the South-East borders with Masasi District; South-West borders with Tunduru District and North-West borders with Liwale District. Other Districts in the region are Lindi, Kilwa, Ruangwa and Liwale while other five District councils are Lindi urban, Lindi Rural, Kilwa, Ruangwa and Liwale

The district has total area of 7,070 Km²; 5,337 Km² of it is covered by arable land where 152.7 Km² of land equal to 2.9%of the arable land is under cultivation. The potential irrigation land is 2.60 Km²; the irrigated land area in the district is 0.6 Km² only. The land area of Nachingwea District is about 0.75 percent of Tanzania's total area of 942,784 km².

2.1.2 Population and Ethnic groups:

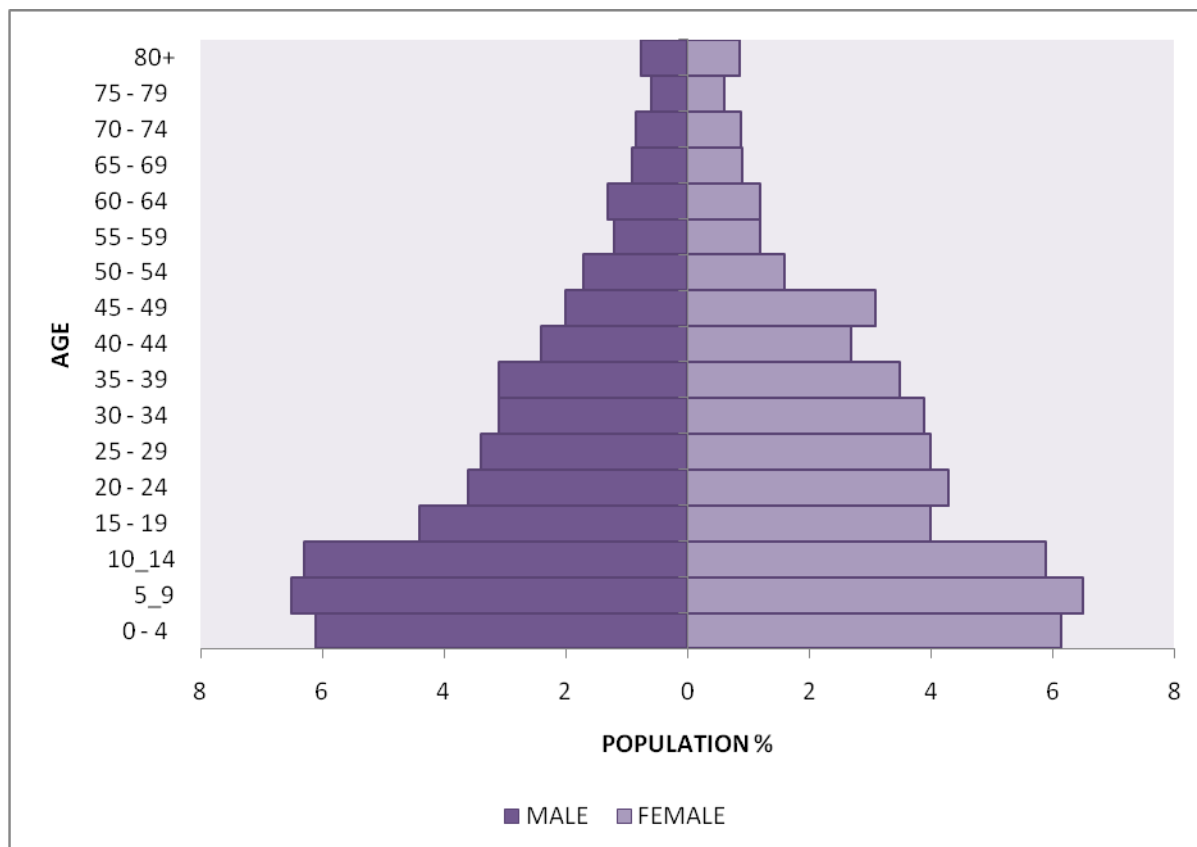
According to the 2012 National population and household Census, the District had a total population of 178,464 (86,382 Males and 92,082 Females) in 48,558 households with annual population growth rate of 1.0% and average household size of 3.7; the District population is recently (2014) projected to 182,252 people. Population density was 25 people per Km². Rural population was 153,244 people while urban population was 25,220 people. The population of Nachingwea district contributed 0.4% of the country population of 44,928,923 people in 2012.

Table 1: Distribution of Population by age groups

Age group	Population	%
0-4	21,863	12
5-14	45,229	25.6
15-44	76,343	42
45-64	23,671	13
65+	11,358	6.4

Population and household census, 2012

Figure 1: Population pyramid of Nachingwea district 2012



It is observed from the table that children between years 0-14 constitute 37.6 percent of the total population, those between 15-64 years age group (the working age group) constitute 56 percent and the old age group (65 + years) constitute 6.4 percent. In this case the dependent age group (0- 14 and 65 + years) comprise of 44 percent of the total district population. Age- Dependence ratio is 78.4% However, the projected population of 2002 to the year 2012 shows that the population could be 203,230 people in the district. This makes a difference of 24,766 people less from what has been obtained from the 2012 population and household census. Population in other district councils in the region in 2012 are; Kilwa (190,744), Lindi rural (194,143), Liwale (91,380), Ruangwa (131,080) and Lindi Municipal (78,841).

Table 2: Population status in the district

Population			Population growth rate		Annual population growth rate		Population density			Projected population	
1988	2002	2012	2002	2012	2002	2012	2002	2012	2014	2015	
117,473	161,473	178,464	37.5%	10.5%	2.3%	1.0%	22.8	25	26	182,252	184,175

Source: Population and household census, 2012

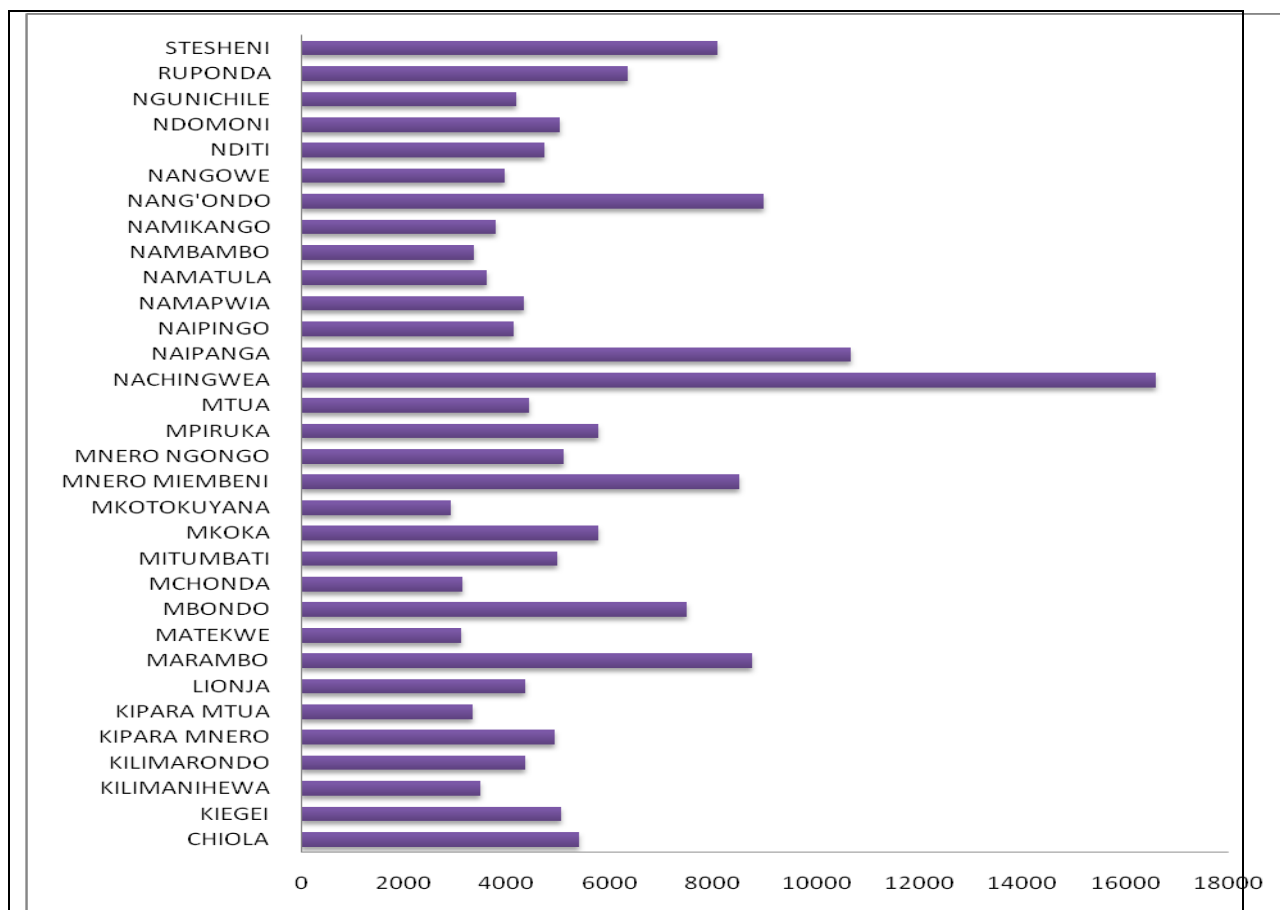
Table 3: Ward population distribution

SN	WARD	POPULATION	PROJECTED POPULATION
		2012	2014
1	Nachingwea	16,592	16,925.50
2	Nambambo	3,353	3,420.40
3	Kilimanihewa	3,482	3,551.99
4	Ruponda	6,338	6,465.39

5	Mnero miembeni	8,512	8,683.09
6	Namapwia	4,323	4,409.89
7	Kipara mnero	4,918	5,016.85
8	Lionja	4,346	4,433.35
9	Ngunichile	4,176	4,259.94
10	Namikango	3,772	3,847.82
11	Nditi	4,721	4,815.89
12	Kilimarondo	4,344	4,431.31
13	Mbondo	7,485	7,635.45
14	Kiegei	5,047	5,148.44
15	Mkoka	5,768	5,883.94
16	Chiola	5,385	5,493.24
17	Mpiruka	5,766	5,881.90
18	Mitumbati	4,976	5,076.02
19	Nangowe	3,959	4,038.58
20	Mkotokuyana	2,900	2,958.29
21	Naipanga	10,665	10,879.37
22	Stesheni	8,071	8,233.23
23	Naipingo	4,122	4,204.85
24	Mchonda	3,138	3,201.07
25	Nang'ondo	8,966	9,146.22
26	Mtua	4,426	4,514.96
27	Kipara mtua	3,333	3,399.99
28	Mnero ngongo	5,101	5,203.53
29	Matekwe	3,096	3,158.23
30	Marambo	8,764	8,940.16
31	Namatula	3,604	3,676.44
32	Ndomoni	5,015	5,115.80
	TOTAL	178,464	182,252

Source: Population and household census, 2012

Figure 2: Population distribution by wards



Ethnic Groups

The main ethnic groups found in Nachingwea are Mwera, Ngindo, Yao, Makonde and Makua, there is also a small ethnic group known as Ndonge in the district. The large area of the district is occupied by Mwera who are scattered almost in every division in the district, mostly in Ruponda and Lionja division. Ngindo are the natives of Kilimarondo division and some in Lionja. Makonde, yao and makua are mostly found in Naipanga and Nambambo division. Ndonge take a little part at Kilimarondo division.

2.1.3 Climatic Condition, Topography and Agro-Ecological Zones

The district receives annual rainfall rate of between 800 – 1,000mm and has only one rainy season which normally falls between the months of November to April. Rainfall increases with altitude, hence the lowlands are relatively drier compared to the highlands. Day time temperature ranges from 25^o to 31^o C and relative humidity ranges from 71% to 86%. The hottest months are September to February.

Agro-Ecological Zones

Nachingwea District has five Agro-Ecological Zones classified according to the type of soil.

Table 4: Ecological zones distribution

NAME OF ZONE	GENERAL MORPHOLOGY AND TOPOGRAPHY	ECONOMIC ACTIVITIES
<p>RUPONDA ZONE: The zone is located in the Central part to North of Nachingwea District. This Covers Marambo, Ruponda and Mnero Ngongo Ward</p>	<p>Altitude: Hilly area with steeply of Ilulu Mountain. Altitude raising to about 900 m ASL Rainfall: Average annual rainfall 800 – 1000 mm. Soils: Well drained soil mainly loamy and sandy Loamy. Vegetation: Dominantly</p>	<p>Agriculture: Crops: Maize ,Cassava, Paddy, and sweet potatoes (Food crops) pigeon peas, Sesame, Groundnuts, sunflower, Cashew nuts, as cash crop. Livestock: Few cattle, goats, and poultry. Honey collection is</p>

	grassland, thickets and bushes	important.
<p>NAIPANGA ZONE: The zone extends from the Liwale border to North Masasi including Naipanga, Ndomoni, Mkotokuyana, Nang'ondo, Naipingo, Mtua and Kipara Mtua ward.</p>	<p>Altitude: Fairly Plain area with undulating lower areas. Rainfall: The average annual rainfall is 1000 -2000 mm per annum. Soils: Red soils and sandy loamy to area sandy clay loams and clay . Vegetation: Mainly woodland. Population: Population density varies from medium (30 – 49) persons per Km²).</p>	<p>Agriculture: Crop cultivation,. Crops: Maize, beans, paddy, Cassava, groundnuts, sweet potatoes, Pigeon peas some paddy, Cashew nuts, Sesame, Sunflower. Livestock: Cattle, goat, sheep and poultry. Honey collection: Is of considerable importance in the Zone and hunting and gathering</p>
<p>LIONJA ZONE: It covers the whole area of the North West of the District from Liwale.</p>	<p>Altitude: Rolling terrain area Rainfall: Average annual rainfall range between 1000 – 1100 mm Soils: Sand Loamy and Sand clay loamy. Vegetation: Mainly woodland Population: Very low under 15 persons per Km² especially in the West. The zone is isolated.</p>	<p>Agriculture: Main stay for the people in the area Crops: Cashew nuts, Tobacco and Sesame, maize, cassava, paddy, beans and groundnuts. Livestock: Cattle, goats and poultry. Soil Conservation: Is done through interplanting and leaving the land fallow.</p>
<p>NAMBAMBO ZONE: This zone covers the whole of the Central part of the District. It contains an Administrative Headquarters' of the District and Nachingwea Township Authority</p>	<p>Altitude: Rolling terrain area Rainfall: Average annual rainfall range between 1000 – 1100 mm Soils: Sand Loamy and Sand clay loamy. Vegetation: Mainly woodland Population: Very low under 15 persons per Km² especially in the West. The zone is isolated</p>	<p>Agriculture: Main stay for the people in the area Crops: Cashew nuts, Tobacco and Sesame, maize, cassava, paddy, beans and groundnuts. Livestock: Cattle, goats and poultry. Soil Conservation: Is done through leaving the land fallow.</p>
<p>KILIMARONDO ZONE: The zone covers the whole of the Southern and Western part of the District. It involves Kilimarondo, Matekwe ,Mbondo and Kiegei ward</p>	<p>Altitude: Rolling terrain and Rocky hills (With beautiful scenic view) extending from Kiegei to Masasi and Nanyumbu borders. area Rainfall: Average annual rainfall range between 1000 – 1300 mm Soils: Sand Loamy and Sand clay loamy. Vegetation: Mainly woodland, grassland and Thick forest.</p>	<p>Agriculture: Main stay for the people in the area Crops: Cashew nuts, Tobacco and Sesame, maize, cassava, paddy, beans and groundnuts. Livestock: poultry hunting and gathering. Soil Conservation: Is done through leaving the land fallow.</p>

Source: District Agriculture, Irrigation and Cooperative Department, Nachingwea, 2014

Generally, the soil of Nachingwea district is red and fertile; some part consists of earth granite and quartzite

2.1.4 District Economy and Productive Sectors

The District economy depends highly on the production of cash and food crops. Agriculture sector ranked first with the selling of annual food crops being reported as the main source of income of the rural agricultural households in the district. Major crops grown are; maize, wheat, millet, cashew nuts, sesame.

Other sectors contributing to the district economy are Small Scale Agro-processing Industry (SS Agro-I), Trade and Natural Resource. However, agriculture sector contributes 90 percent to the district economy and it is a leading sector that employs over 82 percent of the population and therefore people earns their living through agriculture

Five main agro ecological zones

Nachingwea District has five Agro-Ecological Zones classified according to the type of soil.

- Ruponda Zone: Mainly loamy soil and sand loamy
- Nambambo zone: Characterized by red soil and sand loamy
- Naipanga zone: Characterized by red soil and sand loamy
- Lionja zone: Dominated by sand loamy and sand clay loamy
- Kilimarondo zone: Dominated by sand loamy and sand clay loamy

Generally Nachingwea soil is red and fertile and in some part consists of earth, granite, basement rocks and quartzite.

2.1.5 Per Capital Income

Per capita income for residents of Nachingwea district is approximately Tshs. 976,192.00 which is equivalent to Tshs. 2667.00 per head per day as per 2012 Census. This has been accelerated due to the higher growth of small towns of Naipanga, Ruponda, Chiola, Kiegei, Ngunichile, Namapwia and others.

2.1.6 Social services

Health care system in Nachingwea District consists of 3 Hospital (1 Government, 2 Private Institution), 2 health centres and 32 dispensaries (30 Government and 2 Private Institutions) to make a total of 37 health facilities in the District. About 38% of the Nachingwea District Council residences in rural area receive clean and safe water and about 71% of the Nachingwea Township Authority residences receive clean and safe water. However, most of the population is saved with small earth dams, rain harvesting tanks, shallow wells, boreholes and piped water schemes in Nachingwea Township Authority. The council has a total of 169 shallow-wells, 121 deep-wells, 14 water piped schemes, 14 dams and 35 rain-water harvesting tanks. Currently the council has piped water supply systems from Mbwinji Village in Masasi District to Nachingwea township Authority controlled by Masasi – Nachingwea Water Supply Authority (MANAWASA).

2.2 Mandate

The Nachingwea District Council is mandated through the Local Government Authorities Act No. 7 of 1982, section 8 and 9 and amended by Act No 6 of 1999. The Nachingwea District Council came into operation on 1st January, 1984.

2.3 Roles and Functions

The roles and functions of Nachingwea District Council are as follows:

1. To maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction
2. To promote the social welfare and economic well being of all people within its area of jurisdiction
3. To further the social and economic development of the people
4. To take necessary measures to promote and enhance the environment in order to ensure sustainable development

5. To give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services at all levels of Nachingwea District Council
6. To promote and ensure democratic participation in decision making by people concerned
7. To establish and maintain reliable sources of revenue and other sources enabling Nachingwea District Council to perform its functions effectively and enhance financial accountability of Nachingwea District Council.

2.4 Existing Vision and Mission

The vision and mission statements that guided Nachingwea District Council's operation are as follows: -

2.4.1 Current Vision

"To have a society living free from poverty, illiteracy, diseases and which practice peace and tranquillity".

2.4.2 Current Mission

"To provide quality and sustainable socioeconomic services in order to improve the quality of life of the people of Nachingwea District through efficient and effective use of resources and good governance".

2.5 Stakeholders Analysis

The stakeholders' analysis was carried out to investigate different customers of Nachingwea District Council. Type of service offered by the council to the customer was identified, followed with what the customer expected from the council. The result of this analysis is as seen in the following Table.

Table 5: Stakeholders Analysis

S/N	Name of Stakeholder	Service provided by Council	Stakeholder Expectation
1	The Community	1. Provide quality social and economic services 2. Information on council's activities	1. To get quality and timely services 2. To get information and various report from the Council
2	Suppliers and Contractors	1. To provide tenders and contract 2. To provide consultancy advices	1. To acquire contracts and employment 2. To get information and various report from the Council 3. To be paid in time
3	Council staff	1. Provide conducive working environment 2. To provide them with working tools 3. To translate and implement staff scheme of service 4. Provide staff remuneration and motivation	1. To be given their employment benefits and other legal payments 2. To see that their working environment have been improved
4	NGOs	1. To provide technical advice and supervision 2. To provide conducive environment for the NGO to operate	1. To access a conducive environment for collaboration and cooperation 2. To get quality services 3. To access information from the Council
5	Central Government	1. Implementation of policies and guide line provided 2. To link the central government and community	1. The council will implement its policies/guide lines 2. That the council provides quality services to the community 3. Get information and reports timely from the council

S/N	Name of Stakeholder	Service provided by Council	Stakeholder Expectation
6	Lindi Regional Secretariat	Information on council's operations/ activities Reports on development projects funded by Central Government Implementation of policies	Timely submission of quality reports and information Timely and quality reports on development projects Timely submission of audit reports
7	Financial Institutions CRDB, NMB & Micro Finance Institutions/ SACCOS	1.To provide conducive working environment 2.To provide education to the community on the importance of these financial institutions	1.To be effectively involved in the council development process 2.To receive information and reports on time
8	Development Partners (DP)	1.Provide conducive environment for investing 2.Linking the investors with the community 3.Provision of technical advice	1.To access and utilize the conducive environment for investing 2.To be able to get appropriate cooperation in discharging their their responsibilities 3.To avail and use available information as and when required
9	Communication Institutions (AIRTEL, VODACOM, TIGO, HALOTEL, TTCL, and ZANTEL)	1.Provide conducive environment for them to operate 2.To educate the community on the need for the services provided by the communication Institutions	1.The community will continue to use their services 2.To receive and use information provided by the council
10	Councillors	1.To provide various implementation reports 2.To be remunerated each month 3.Full collaboration and cooperation with council staff	1.To avail their remuneration and motivation timely 2.To receive the needed information and report timely
11	Mining Technical experts and Company (e.g. Ngwena)	1.Full collaboration and cooperation with council staff 2.Provide conducive environment for their activities 3.To provide them with different reports from the Council 4.Peace , tranquility and safety while in the country/ council	1.To receive timely and reliable reports 2.Extended cooperation and collaboration
12	Religious Institutions	1.To provide conducive worship environment 2.Avail them with Council's information	1.Cooperation and collaboration 2.Information provided as and when required

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

SWOC Analysis was done by involving different stakeholders during the Strategic Planning process. Analysis was done by looking at the strengths and weaknesses which are internal factors which influence Council's performance positively and negatively respectively. Also the external analysis was done by identifying opportunities and challenges (external factors) which affect Council's operations. The analysis was done by looking at different criteria such as leadership, human resource, process to deliver services, policies and strategies, financial resources and technology as summarized in the following table:

Table 6: SWOC Analysis

Criteria	Strengths	Weaknesses
Leadership	<ul style="list-style-type: none"> • Presence of strong and committed leaders • Experienced leadership • Good governance 	<ul style="list-style-type: none"> • Inadequacy of knowledge on the leadership • Inadequate working tools • The growing population of Nachingwea District Council
Human Resource	<ul style="list-style-type: none"> • Presence of skilled and unskilled personnel • Team work spirit • Committed and dedicated human resource • Presence of staff training programme 	<ul style="list-style-type: none"> • Inadequate human resource in some departments • Presence of some unqualified staff • Low motivation • Inadequate office working tools
Processes to deliver services	<ul style="list-style-type: none"> • Ability to provide quality service timely • Ability to provide guidelines and instruction • Accountability and transparency 	<ul style="list-style-type: none"> • Untimely payment to service providers • Inadequate communication among departments • Inadequate working tools • Inadequate database management system
Policy and strategies	<ul style="list-style-type: none"> • Government commitment to plans and budget • Presence of by-laws, directives, rules and regulations • Establishment of Environmental Section 	<ul style="list-style-type: none"> • Absence of District environmental profile • Inability to translate policies and strategies correctly and implementation of by-laws • Lack of environmental and hygiene tools
Financial Resources	<ul style="list-style-type: none"> • Presence of reliable sources of revenue • Presence of strong mechanism for financial management 	<ul style="list-style-type: none"> • Low and delayed revenue collection • Under collection of Revenues • Absence of EPICOR system
Technology	<ul style="list-style-type: none"> • Qualified professional staff to cope with changing technology 	<ul style="list-style-type: none"> • Inadequate professional staff • Inadequate working tools • Absence of data management system
The community	<ul style="list-style-type: none"> • Presence of training institutions • Cooperation available from different stakeholders • Existing peace and tranquillity 	<ul style="list-style-type: none"> • Low education status • Presence of negative cultural traits

Criteria	Opportunities	Challenges
Leadership	<ul style="list-style-type: none"> • Government stability • Support from Central Government • Availability of training Institutions • On-going public service reform 	<ul style="list-style-type: none"> • Political influence on technical issues • Delay in decision making • Available training materials and the council's needs
Human Resource	<ul style="list-style-type: none"> • Availability of human capital in the labour market • Government support • Availability of training institution to impart knowledge 	<ul style="list-style-type: none"> • Effective use of human resource • Limited budget • Political influence
Processes to deliver services	<ul style="list-style-type: none"> • Availability of various process technologies in the market • Availability of Public Procurement Act and Public 	<ul style="list-style-type: none"> • Limited budget • Low awareness among stakeholders on council payment procedures • Poor infrastructure

Criteria	Opportunities	Challenges
	Finance Act <ul style="list-style-type: none"> • Support from Central Government 	<ul style="list-style-type: none"> • Adherence to laws, rules and regulations
Policy and strategies	<ul style="list-style-type: none"> • Presence of Local Government Act of 1982 • Presence of defined Policies and guidelines from Central Government • MKUKUTA II • Vision 2025 • Ruling Party Election Manifesto • Presence of Competent Council Board 	<ul style="list-style-type: none"> • Frequently changes in policies and strategies • Changes in policy priorities • Low awareness among council staff on policies, directives, rules and regulations • Limited budget
Financial Resources	<ul style="list-style-type: none"> • Support from the Government • Presence of financial institutions • Support from Development Partners 	<ul style="list-style-type: none"> • Maintaining sufficient and continuous flow of funds • High interest rates charged by financial institutions • Insufficient incentives and motivation packages
Technology	<ul style="list-style-type: none"> • Availability of modern technology in the market • Presence of training institutions to build capacity of staff in changing technology • Presence of qualified and skilled technical staff 	<ul style="list-style-type: none"> • Inadequacy of skilled technical staff • Lack of capacity to absorb technological change • Limited budget
The community	<ul style="list-style-type: none"> • Availability of social and economic services • Presence of government offices 	<ul style="list-style-type: none"> • Low knowledge in the community • Low level of community participation in Development issues

2.7 Critical Issues for this plan are:

The following issues are very critical to Nachingwea District Council and need to be addressed in this new strategic plan of 2017/2018 – 2021/2022:

1. Shortage of staff and working tools
2. Prevalence of diseases and infant and maternal death
3. Inadequate supply of clean and safe water in rural areas
4. Inadequacy of school infrastructures in both Primary and secondary
5. Low productivity in agriculture and livestock
6. Low participation of community in development projects
7. Inadequate knowledge on the implementation of quasi-judicial bodies for Ward Tribunals and Village/Mitaa Councils
8. Improvement of Town infrastructures
9. Implementation of Big Result Now (BRN)

CHAPTER THREE

3.0 VISION, MISSION LONG-TERM GOALS, DISTINCTIVE COMPETENCIES AND VALUES

This chapter presents the developed vision and mission statements, long term goals, distinctive competences and core values of Nachingwea District Council for the period 2017/2018 – 2021/2022.

3.1 Vision

Our vision is “to have a society living free from poverty, illiteracy, diseases and which practice peace and tranquillity”

3.2 Mission

Mission statement of the Council is “to provide quality and sustainable socioeconomic services in order to improve the quality of life of the people of Nachingwea District through efficient and effective use of resources and good governance”.

3.3 Long-Term Goals

In order to realize its vision and mission Nachingwea District Council’s long-term goals (Objectives) are:

- A. Improve services and reduce HIV/AIDS infection
- B. Enhance, sustain and effective implementation of the National Anti-corruption Strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase quantity and Quality of social services and Infrastructure
- E. Enhance Good Governance and Administrative Services
- F. Natural resources and environmental management sustained
- G. Improve social welfare, gender and community empowerment
- H. Improve Emergency and Disaster Management

3.4 Distinctive Competencies

The following are the observed distinctive competencies within Nachingwea District Council:

1. Business centre for neighbouring District Masasi and two towns that are Lindi and Mtwara
2. Increasing immigration due to Nachingwea being centre for storage of cashewnut collected from warehouse system
3. Presence of fertile land and enough rainfall which favour agricultural activities
4. High production of food and cash crops
5. Presence of a good number of financial Institutions like CRDB, NMB, POSTAL BANK and Microfinance institutions (PRIDE, BAYPOT, FAIDIKA)

3.5 Values

The staff of Nachingwea District Council identified the following values to guide them in reaching their vision in mission for the next five years as follows:

1. Objectivity

We offer services to our customers in an objective and unbiased manner focusing on the needs of different customers

2. Excellence

We undertake our activities objectively, maintain the highest degree of professionalism and ethical standards, building value added relationship with customers and stakeholders to deliver quality and timely services.

3. Integrity

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

4. People's focus

We focus on people's needs by building a culture of customer care and having competent and motivated workforce.

5. Team work.

We believe in team work, putting together diverse expertise to achieve Council goals.

6. Best resource utilization

We are an organization that values and uses public resources entrusted to it in efficient, economic and effective manner

CHAPTER FOUR

4.0 STRATEGIC GOALS, STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS

The Strategic Plan Matrix for Nachingwea District Council is presented based on different broad objectives from which area of operation or department concern is identified with its strategic objective. Strategies to achieve the departmental objective and thereafter the targets have been proposed.

4.1 Strategic Goal One

To ensure that services related to general administration and control, audit of Council assets and other legal services are efficiently and effectively provided

Table 7: Strategic Goal One

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.1.1 Administration and Human Resource Management	Improve and strengthen provision of management and administration services to Nachingwea District Council	Attract and retain highly professional skilled employees through provision of incentives, fringe benefits and conducive working environment	<ol style="list-style-type: none"> 1. 4 Remaining Ward offices and 17 Mitaa offices and 22 Village offices constructed by June, 2021 2. Statutory and voluntary allowances of employees and councillors paid by June, 2021 3. Working facilities and equipments acquired by June, 2021
		Develop and implement staff and councillors development plans	<ol style="list-style-type: none"> 1. Short and long course training to 1123 employees and politicians conducted by June, 2021 2. On job training to council officials conducted by June, 2021. 3. Training to councillors conducted by June, 2021
		Improve implementation of Open Performance Review and Appraisal System	Open Performance Review and Appraisal System (OPRAS) conducted on every financial year
		Establish complaints and opinion desk of the council	<ol style="list-style-type: none"> 1. Six (6) complaints and opinion desk established by June, 2021 2. 24 opinion box at ward level installed by June, 2021
4.1.2 Legal Affairs	To ensure adherence of rule of law and improvement of legal services in the district	Prepare and review the existing by-laws for purpose of improving	<ol style="list-style-type: none"> 1. 10 existing by-laws reviewed by June, 2021 2. New 15 by-laws prepared by June, 2021 3. Seminar on enforcement of by laws to 170 members of

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			Nachingwea Wards Tribunals conducted by June, 2021
		Conduct training to Village Councils and Ward Tribunals on implementation of quasi-judicial bodies	1.Ensure 34 Wards Formulate Ward Tribunal by June, 2021 2.Seminar on Law of Ward Tribunal Act, Land Act and land Disputes (Court Act) conducted by June, 2021 3.Number of land cases instituted against Nachingwea District Council reduced from 11 to 0 by June, 2021
		Advocacy and preventing the organisation from litigations and conflicts	1. Council by-laws are publicized at village and ward level by June, 2021 2. All guidelines and policies are well interpreted and disseminated to 127 villages and 34 wards by June, 2021
		Provide legal opinion and ensure organization adhere to policies and laws of the land	1.Legal opinion on procurement procedures and on administrative matters provided by June, 2021 2.Two (2) legal officers capacitated by June, 2021
4.1.3 Procurement Management Unit	To ensure that procurements procedures followed by the Council are in line with the Procurement Act (2004) and its regulations	Prepare and follow procurement plan based on the requirements	Procurement plan prepared annually
		Procure goods and services timely depending on the needs	Goods and services procured annually
		Equip procurement unit with modern equipments and software	Procurement unit equipped with modern equipments and software by June 2018
		Prepare and submit procurement report quarterly and annually	Procurement report prepared and submitted quarterly and annually
		Improve and maintain effective procurement operations for efficient use of council financial resources	Procurement operations improved by June, 2021
		Develop and update council property base and valuation of council assets	Data base for Councils' properties updated annually
4.1.4 Internal Audit	To ensure council's resources are efficiently, effectively and economically	Enhance financial management and control system	1.Internal Audit Annual Plans prepared and submitted by June, 2021 2.Training on financial

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
	utilized		management and internal control to 19 HODs conducted by June, 2021 3. Training on financial management and internal control to 34 WEOS and 127 VEOs conducted by June, 2021
		Ensure effective and timely release of audit reports in accordance with International Professional Practices Frameworks (IPPF)	1.Audit of financial and non-financial matters carried out and all council's accounts audited by 2021 2.Clean audit reports acquired by Nachingwea District Council annually by June, 2021
		Ensure internal audit unit with modern equipments and software	Internal audit unit equipped with modern equipments and software by June, 2021
		Ensure number of audited projects in the council increased	Value for money achieved in not less than 83 projects implemented by June, 2021
4.1.5 ICT	To improve application of Information and Communication Technology (ICT) at Nachingwea Town	Coordinate preparation of ICT policy guidelines and procedure	Council ICT Policy guidelines and procedure prepared by June, 2021
		Put in place communication system in all department	1.70 computers are connected to Local Area Network by June, 2021 2.Council website in place by 2021
		Ensure good working environment for ICT activities	1.District Council ICT unit equipped by required facilities by June, 2021 2.Licensed Software are in place by June, 2021
		Ensure use of ICT in data management	Use of ICT in data collection, storage, processing, analysis, reporting and dissemination assured by June, 2021

4.2 Strategic Goal Two

To ensure that the Council is effective and efficient in development planning and the efficient utilization of its financial resources so as to reduce poverty and facilitate the growth of economy for the Council

Table 8: Strategic Goal Two

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.2.1 Planning	Planning and Coordination mechanism enhanced	Ensure adequate working facilities and staff for coordinating daily activities	1.Planning office equipments increased from 75% to 95% by June, 2021 2.Number of planning staff increased from 3 to 7 by June, 2021
		Improve working environment of staff	1.Employment benefits of 5 staff in planning department ensured by June, 2021 2.Five (5) staff in planning

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			department capacitated by June, 2021
		Ensure people's participation in Development projects	1.Number of villages capacitated in O&OD planning methodology increased from 65 to 127 by June, 2021 2.The number of development projects implemented annually increased from 29 to 55 by December 2021 3.Quality of Council budget improved from 85% to 100% by December 2021
		Coordinate and Prepare project implementation reports	Project implementation reports prepared and submitted as per requirement by June, 2021
		Coordinate and supervise collection of reliable statistics in the district	1.Effective and reliable statistics maintained by June, 2021 2.District Socio Economic Profile prepared by June, 2017
		Improve planning and budgeting skills among council leaders and staff	25 staff and 65 leaders trained in budgeting skills by June, 2021
	2.Emergence preparedness and disaster management enhanced	Provide training on emergence preparedness and disaster management in the district	Training to 72 staff and communities from 34 wards on emergence preparedness and disaster management by June, 2021
		Ensure availability of emergence preparedness tools	Emergence preparedness tools procured by June, 2021
4.2.2 Finance	To improve revenue collection and ensure viable spending of council financial resources	Ensure council revenues are adequate and effectively to support District Council financial demands	1.Collection of Council revenue increased from 34% to 100% by June, 2021 2.Five (5) new sources of revenue identified by June, 2018 3. Installation of revenue collection system to ensure all sources of revenue captured and collected electronically by June, 2021
		Facilitate financial department with modern equipments, software and transport facilities to meet modern financial systems requirements.	1..EPICOR system installed by 2018 2. Electronic Collection system installed in all collection points by June, 2021
		To build capacity of finance staff in Financial and Accounting issues/ matters	1.Five (5) staff in finance department trained by June 2018 2.Recruit qualified staff in the

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			department

4.3 Strategic Goal Three

Ensure best social services are provided to meet the demand of all stakeholders in Nachingwea District Council

Table 9: Strategic Goal Three

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.3.1 Education	To improve and strengthen the quality of education in Nachingwea District Council	Improve and monitor human resource at secondary schools	1. 27 heads of secondary schools capacitated in administration and management skills by June, 2021 2. Increase number of qualified teachers at secondary schools annually 3. Conduct regular supervision annually
		Improve teaching and learning environment at secondary schools	1. Sixty (60) teacher's houses constructed by June, 2021 2. Enough text books procured by June, 2021 3. Forty(40) classroom constructed by June, 2021
		Improve students performance in all secondary schools	1. Performance of form II examination raised from 65% to 90% by 2018 2. Performance of form IV examination raised from 61% to 80% by June, 2021
		Improve human resources in primary schools	1. 100 primary school teachers recruited by June, 2021 2. Motivation to primary school teachers ensured by June, 2021
		Improving Learning environment to make conducive infrastructure	50 classrooms constructed to Increase number of classroom in primary schools in by June, 2021
		Increase number of desks in primary schools to meet the standards	Pupils' desk ratio reduced from 1:4 in July 2015 to 1:3 pupils June, 2021
		Increase number on pit latrine in primary schools	Number of pit latrine increased from ...% in July 2015 to ...% by December 2018.
		Increase number of teachers' houses in primary schools to meet the demand	50 teacher's houses constructed by June, 2021

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		Improve pupils performance in the examinations	<ol style="list-style-type: none"> 1.Pass rate in standard four examination increased from 60% in to 90% by June, 2021 2.Pass rate in standard seven examination increased from 61% in to 90% by June, 2021 3.Subjects seminars and workshops to all primary school teachers conducted by June, 2021 4. Capacity building to 34 wards coordinators and 102 head teachers conducted by June, 2021.
4.3.2 Sports and Culture	To improve provision of sports and culture services in the council	To coordinate all activities related to sports and culture	<ol style="list-style-type: none"> 1.To register 20 clubs of football and 20 clubs of netball by 2019 2.To register 18 arts groups by 2018 3.15 entertainment centres established by 2018 4.To coordinate sports and games in primary and secondary schools by 2018
4.3.3 Health	To improve quality of health service delivery through health promotion (preventive and curative) to the community	Enhance health promotion and education to the community	<ol style="list-style-type: none"> 1. Immunization coverage increased from 20% to 50% by 2018 2. Number of households enrolled to CHF increased from 40% to 70% by 2018
		Increase number of health facilities in the district	Number of health facilities increased from 32 to 53 by 2018
		Ensure significant reduction of number infant, child and maternal mortality in the district	<ol style="list-style-type: none"> 1. Under five mortality rate reduced from 14/1000 to 10/1000 by 2018 2. Maternal mortality rate reduced from 219/100,000 to 200/100,000 by 2018
		Ensure availability of transport , Drugs, medical supplies and equipments in health department	Transport, Equipments, Drugs and medical supplies available by 2018
		Ensure significant reduction of malaria and sexual diseases including HIV/AIDS	<ol style="list-style-type: none"> 1. Malaria prevalence rate reduced by 2018 2. HIV prevalence reduced from 2.9% to 1.7% by June, 2021 3. Seminar on HIV/AIDS pandemic conducted to community from 34 Wards by June, 2021
		Ensure capacity building to health staff	Number of skilled human resource in health sector increased from 74% to 90% by 2018
4.3.4. Water	To improve access	Provide clean and safe	1. Access to safe and clean water

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
	to quality water services in Nachingwea Town	water to the community	increased from 50% to 90% by June, 2021 2. Water points increased from 204 to 860 by June, 2021
Ensure sustainability of community water projects		1. Seminar to Water User Groups (COWSOS) conducted by June, 2021 2. 45 Village Water Committee (VWC) formulated by June, 2021 3. 45 Village Water Funds (VWF) formulated by June, 2021	
Existing schemes and water points are rehabilitated to their original capacities		1. Setting aside sufficient operation and maintenance budget by 2021 2. 20 Extension workers and 70 local technicians trained on operation and maintenance of water supply projects by 2021	
Enhance participation of private sector in provision of water supply services		1. Proper coordination mechanism among 10 stakeholders assured by June 2018 2. Dialogue meeting with 10 stakeholders developed by June 2018	
4.3.4 Community Development, Gender and Children	To facilitate and promote participation of community members in the process of their own development	Encourage community participation on development activities	1. Training on entrepreneurship skills and formation of economic groups conducted by 2018 2. Capacity building to 186 women and youth groups on business conducted by June, 2021 3. 297 women and youth group provided with loans by December 2018 4. Knowledge of the community on legal, human rights and child rights in 34 wards, 87 villages and 17 mitaa created by 2018
		Increase community participation on reducing new HIV infections	1. HIV/AIDS infection rate reduced from 2.9% to 1.7% by 2018 2. Awareness creation on HIV/AIDS pandemic provided to community in 34 Wards by 2018 3. Special groups affected by HIV/AIDS assisted by 2018
		Facilitate preparation of	Participatory Development plans

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		wards/village plans using O&OD	in 127 villages prepared by involving the community by June, 2018

4.4 Strategic Goal Four

To promote the productivity and the economy of the people through agriculture, livestock, fishing, natural resource management, trade and industries.

Table 10: Strategic Goal Four

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.4.1. Agriculture and Irrigation	To increase and improve the production of food and cash crops in the district	Facilitate use of appropriate technology in agriculture	1. Training on proper use of pesticides to 1900 farmers conducted by December 2018 2. Use of improved seeds to 69 villages ensured by 2018 3. Capacity building to 45 Extension staff ensured by 2018 4. Number of tractors increased from 43 to 69 by December 2021
		Increase production of food and cash crops in the district	1. Maize production per hectare increased from 1.5 to 2.5 by December 2018 2. Four (4) irrigation schemes constructed by June, 2021
		Increase farmers knowledge on crop production	1. Capacity building to 90 farmers ensured by December 2018 2. 15 Farmer Field School [FFS] in 15 Wards establish by December 2018
		Facilitate district staff and Extension officers with transport facilities	1. 20 motorcycles for Extension officers procured by 2018 2. One (1) vehicles for the department procured by 2018
4.4.2. Livestock	To ensure high quality of livestock services in Nachingwea District Council	Improve livestock extension services to meet the demand of stakeholders	1. Livestock extension services in 34 wards improved by June, 2021 2. Three (3) centres for provision of livestock services established by 2018 3. Number of charcoal dams in Nachingwea District Council increased from 4 to 10 by June, 2021
		Enhance competency and motivate staff to achieve higher efficiency and effectiveness	1. 32 staff from Livestock Department Capacitated in different short courses by June, 2021. 2. Ensure 24 staff are with their employment rights by June, 2021
		Improve animal health, production and productivity	1. Number of death caused by tick borne diseases reduced from 43% to 21% by June, 2021 2. Number of cattle dips increased from 3 to 12 by June, 2021 3. Number of diseases outbreak reduced from

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			15% to 5% by June, 2021
4.4.3 Cooperative and Marketing	To establish and strengthen primary cooperative societies in the district	Sensitize the community on the importance of cooperative societies	1. 87 seminars conducted to 87 villages by June, 2021 2. Number of cooperatives increased from 16 to 20 by June, 2021
		Supervise operations of primary cooperative societies	1. Operations of primary cooperative societies supervised annually 2. 30 Cooperative societies audited by annually
		Provide trainings to cooperatives societies	15 Cooperative societies trained by June, 2021
		Improve working environment and facilities	Working environment and facilities improved by June, 2021
4.4.4 Trade and Industry	To improve and strengthen business environment	Facilitate establishment of places for markets, weekly market (magulio), bus stand and industries	1. Number of toilet facilities in markets and weekly markets increased from 4 to 11 by June, 2021 2. Increase number of weekly markets from 4 to 11 by June, 2021 3. Number of markets increased from 4 to 11 by June, 2021 4. Number of small and medium scale industries increased from 42 to 120 and 6 to 10 respectively by June, 2021 5. Number of bus stand increased from 1 to 2 by December 2021 6. 11 sites of petty traders established by 2021
		Provide education on good governance and business to entrepreneurs	1. Capacity building to 649 entrepreneurs ensured by 2021 2. Number of registered business and companies increased from 87 to 300 by 2021 3. Employment benefits and capacity building to staff ensured by December 2018 4. Revenue collection increased from 34% to 100% by June, 2021
4.4.5 Environment	To improve quality of environment in Nachingwea Town	Ensure effective management of hygiene and sanitation in the district	1. Sanitation and hygiene improved to all villages by June, 2021 2. Proper solid waste collection and disposal increased from 27 tons to 85 tons per day by June, 2021 3. Proper liquid waste collection and disposal increased from 2,800 litres to 5,600 litres per day by June, 2021
		Provide environmental	1. Seminar to 315 sub village leaders and 77

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
		education to community	VEOs and WEOs conducted by 2018 2.Number of wards with improved toilets in their respective villages increased from 8 to 20 by 2018 3.Capacity building to 8 Environmental staff and 34 WEOs ensured by 2018
		Improve quality of environment in all Wards	1. 200 environmental groups established in 34 wards by 2018 2.Environmental profile for Nachingwea District Council prepared by June 2018 3. Tree planting increases from 17,000 trees to 100,000 trees by 2018
4.4.6 Bee-keeping	To promote Bee-keeping activities and productivity	Promote Modern Bee-keeping, honey and wax production	Modern Bee-keeping, honey and wax production promoted by 2018
		Prepare and implement strategy of Bee Products marketing	Marketing strategy for bee products prepared by June 2017
		Ensure reliable information for people engaging in honey production	Reliable data assured by 2018
4.4.7 Fishing	To promote sustainable fishing practices and productivity.	Provide education on good fishing practices	1. Education on aquaculture fishing provided to 20 villages by 2018 2. Number of fishing villages increased from 6 to 14 Villages by 2018 3.Number of fishing ponds increased from 6 to 14 by 2018
		Improve fishing technologies and access to modern fishing gears in the district	Fishing technologies and access to modern fishing gears improved by 2018
		Recruit adequate and qualified fishing staff.	Adequate and qualified fishing staff recruited by June 2017

4.5 Strategic Goal Five

To improve and strengthen infrastructures aiming at realizing their contribution to the growth of the Council economy and country as a whole.

Table 11: Strategic Goal Five

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.5.1 Land and Natural Resources	To strengthen urban planning and management practices in Nachingwea District Council	Increase quantity and quality of social services and infrastructure	1.Number of people living in planned and surveyed settlement increased from 2000 to 10,000 by December 2018 2.Community participation in land activities development in 34 Wards strengthened by 2018

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
			3.Valuation of 400 properties for compensation, disposition and mortgaging ensured by 2017 4.Number of Town planning drawings urban areas increased from 5 to 40 by 2018
		Improve management of urban natural resources	1.50% of land occupiers in Nachingwea District Council understand Laws and Procedures by 2018 2.Size of urban forest areas increased from 21% acres to 30% acres by 2018
4.5.2 Works	To extend and improve quality of town Infrastructures	Ensure roads are passable throughout the year	1. 250 km earth roads upgraded to gravel level by June, 2021 2. 703 km of road length are maintained by 2018 3.Length of tarmac roads increased from 5km to 20km by June, 2021
		Ensure capacity building to 4 staff in Works Department	4 staff in Works Department attended training by December 2018
		Enforcement effective existing laws and by laws.	1.All structures are built according to standards by 2018 2.Ensure buildings are built according to approved Town plan by June, 2021
4.5.3 Telecommunication	To improve and expand communication services within the Council	Collaborate with Telephone companies to promote reliability of their services in the Council	Reliability of telephone services in the Council assured by 2018
		Facilitate fast and adequate access of telecommunication services and products	Access to telecommunication services assured by 2018
4.5.5 Financial Services	To improve quality of financial services	Collaborate with NGOs and private banks to increase volume of financial services in Nachingwea District Council	Volume of financial services increased by 2018
		Collaborate with financial institutions on formalization of people's assets to win loan and credits collaterals	Loan and credit collateral assured to people by 2018

4.6 Strategic Goal Six

To guarantee cross cutting issues such as HIV/AIDS, Good governance, vulnerable groups and gender issues are incorporated in Council plans.

Table 12: Strategic Goal Six

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.6.1 HIV/AIDS	To ensure HIV/AIDS prevention, treatment and care are mainstreamed in all sector operations	Establish and implement Council integrated HIV/AIDS prevention strategy	Council integrated HIV/AIDS prevention strategy established by June 2016
		Collaborate with Organizations dealing with HIV/AIDS in the Council	Collaboration with organization dealing with HIV/AIDS assured by 2018
		Improve quality and coverage of HIV/AIDS education to Youth, women, pupils and students and other groups in the district.	1.Education of HIV/AIDS imparted to youth, women and pupils by 2018 2.HIV/AIDS spread reduced from 2.9% to 1.7% by 2018
		Facilitate larger access of HIV/AIDS preventive gears	Access of HIV/AIDS preventive gears increased by 2018
4.6.2 Governance	To ensure the Council abide to the rule of law during implementation of its obligations	Ensure principles of good governance are mainstreamed in sectors operations	Principles of good governance mainstreamed in sector operation by 2018
		Collaborate with District Police Department to foster community policing and traditional security to enhance human security in the district	Community policing and traditional security ensured by 2018
		Collaborate with Prevention and Combating of Corruption Bureau in combating corruption practices.	Cases of corruption among council staff and other stakeholders reduced by 50% by 2018
		Increase and improve access of Council information to the stakeholders	Access to council's information to the stakeholders increased by 2018
4.6.3 Vulnerability	To facilitate reduction of human vulnerability and provide support to vulnerable and disadvantaged groups.	Prepare Council vulnerability profile	District vulnerability profile established by June 2017
		Collaborate with NGOs, private sector to establish and implement strategies to assist people with disability, Orphans and Vulnerable Children	People with disability, orphan and vulnerable children assisted by 2018
		Collaborate with financial institutions to support special groups such as disabled, women, youth and elders in the district	Special groups in the district supported by 2018
4.6.4 Gender	To ensure gender mainstreaming and gender equality in development activities and programme of the Council	Ensure balances in political and administration participation	Women participation in political and administration encouraged from July 2016
		Facilitate gender equality in access to education.	Gender equality in education assured by 2018
		Facilitate gender equality in financial services in the district.	Gender equality in financial services assured by 2018

CHAPTER FIVE

5.0 IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

5.1 Implementation

The District Executive Director who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the Nachingwea District Council Rolling Strategic Plan (2017/2018 – 2021/2022). The Director, with the support of the Management, shall regularly report to Finance Committee and to the Full Council with regards to the Plan implementation and its overall performance.

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

5.2 Monitoring

A monitoring and evaluation system is needed for effective implementation of this 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 fulfilment 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 Community such as the CMT, Finance Committee and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table below shall guide the format of the progress reports.

Table 13: 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.

5.3 Evaluation

In order to assess the Plan performance, there shall be Annual Plan Evaluation exercises for the entire plan period. In order to monitor implementation, evaluate and review the plan of action; it 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 Nachingwea District Council Rolling Strategic Plan (2017/2018 – 2021/2022) 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 Council's mission

5.4 Review

Plan review is important in order to remain focused in realizing the Nachingwea District Council 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 District Council in the course of Plan implementation. There shall be minor Plan reviews annually, Medium Plan reviews after two and half years and a major Plan review after five years.

5.5 Assumptions and Risks

For the objectives of this strategic plan (2017/2018 – 2021/2022) to be achieved, the following are the major assumptions which need close monitoring and timely response by Nachingwea District Council Management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Nachingwea District Council in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.

The major risk is the availability of adequate financial resources to implement the planned activities for achievement of the strategic plan.

6.0 CHALLENGES EXPERIENCED AND FUTURE STRATEGIES

6.1 Challenges experienced

- a. Endemic and epidemic human diseases e.g. Prevalence of HIV/AIDS,
- b. Cholera and other communicable diseases.
- c. Unreliable market to some of the agricultural/livestock products (legumes, mango fruits etc).
- d. Endemic and epidemic livestock disease.
- e. Natural calamities (for instance floods or drought)
- f. Effect of global changes e.g. fuel prices.
- g. Great shortage of teachers resulted to poor academic performance in some Schools
- h. Low awareness of some of the companies, Businessmen and communities on the importance on paying their produce and development levy.
- i. Low response and delaying of community contribution affected the implementation of development projects
- j. Poor enforcement of By-laws especially property tax enhanced in collection.
- k. Low community awareness on hygiene and sanitation process
- l. Increased incidence of communicable and non-communicable diseases; HIV/AIDS and STI.
- m. Shortage of desks and text books contributed to poor academic performance.

6.2 Future strategies

In combating development the Council has to adopt the following;-

- a. Community participation in all stages of planning, implementation, monitoring and evaluation.
- b. Decentralisation and capacity building.
- c. Multi-sectoral collaboration in fighting against HIV/AIDS and STD infections.
- d. Linkage with all stakeholders for development
- e. To improve the primary health care (through Village/Mitaa and Ward health committees)
- f. Sensitization should be enhanced by politicians and various leaders and also by-laws should be made to reinforce community participation in education programmes.
- g. School committees, Ward education co-ordinators and ward executive officers should be instructed by the District Executive Director (DED) to reinforce the education act on enrolment and compulsory attendance.
- h. Permission to employ more teachers should be granted timely by central Government.
- i. Adequate classrooms and teachers houses should be constructed.
- j. Adequate text books and desks should be provided
- k. Construction of good standard playing grounds.
- l. To provide necessary training to make staff more competence