

THE UNITED REPUBLIC OF TANZANIA  
PRESIDENTS' OFFICE  
REGIONAL ADMINISTRATION AND LOCAL  
GOVERNMENT

**MISUNGWI DISTRICT COUNCIL**



**MISUNGWI DISTRICT COUNCIL STRATEGIC  
PLAN AND OPERATIONAL PLANS FOR THE  
YEARS 2017/18-2021/22**

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## 2.6 Context Analysis/Situation Analysis

The process of context/situation analysis started with the identification of the organization's/council's key stakeholders, their concerns and expectations, and the extent to which they influence the organization/council. Consultants carried out an extensive exercise to identify institutions that have any kind of stake in the Council's overall operations. They were also able to analyze their interests/expectations, their contributions and their possible reactions if their interests are not met. The results of the stakeholder analysis are as summarized in table below.

**Table: Stakeholders Analysis matrix**

| S/No | Stakeholders                  | Expectations   | Contributions   | Impact of not met expectations   |
|------|-------------------------------|--|---|--|
| 1    | Politicians and Councilors    | To meet their political promises to the community  | Creating public supportive to development   | <ul style="list-style-type: none"> <li>Misunderstanding with the community</li> </ul>  |
| 2    | Civil Servants/ Council Staff | <ul style="list-style-type: none"> <li>Fairness in salaries, promotion &amp; performance appraisal.</li> <li>Access to statutory benefits</li> <li>Conducive working environment &amp; facilities.</li> <li>Reasonable remuneration</li> </ul> Security of employment. | Offers skills for service delivery as per required standards  | <ul style="list-style-type: none"> <li>Poor performance</li> <li>Clients' dissatisfaction with the service delivery.</li> <li>Strikes.</li> <li>High staff turnover rates.</li> <li>Tarnished image of the Council.</li> </ul> |
| 3    | PO - RALG (TAMISEMI)          | As ministry responsible for local governments (TAMISEMI) is there to facilitate the needed reforms and build the capacity of LGAs (Misungwi inclusive) to be able to provide quality services.   | Provides funds and technical support to enable MDC to implement various projects/program and provide different policies and guidelines for the LGA. | If the planned derivable are not achieved and the guidelines provided not adhered to, MDC will not be able to provide quality service and good governance to customers (The community)   |
| 4    | COMMUNITY                     | The majority are predominantly farmers/  | They participate in   | <ul style="list-style-type: none"> <li>Lack of involving them to effectively</li> </ul>  |

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|---|--|---|--|--|
|   |  | peasants whose expectation is to have best quality extension and socio-economic services including good governance.   | the planning and implementation of various programmes while fully involve in productive and social activities. | participate in the development process may inhibit the sustainability of the projects/programs or plans. <ul style="list-style-type: none"> <li>• Loss of image to the public</li> </ul>   |
| 5 | Academic/Research institution within and outside the District. | <ul style="list-style-type: none"> <li>• Improved data and information</li> <li>• Utilization of the knowledge acquired for improvement of the Performance.</li> </ul>      | Providers of technical inputs and expertise for the development of Misungwi District Council.                  | <ul style="list-style-type: none"> <li>• Lack of interaction of ideas and knowledge.</li> <li>• Lack of new skills, knowledge and attitude, hence “closed system”.</li> <li>• Failure to work on real life situation hence jeopardizing the success of the programmes implemented</li> </ul> |
| 6 | NGOs, CBOs and Media.  | <ul style="list-style-type: none"> <li>• Being involved in planning and budgeting processes.</li> <li>• Access to information on social and economic development</li> </ul> | Knowledge and experience sharing<br><br>Advocating development programmes to the public                        | <ul style="list-style-type: none"> <li>• Inclined information according to their interest message which may mislead the public.</li> </ul>   |
| 7 | TASAF  | TASAF in Misungwi District is involved in supporting community initiatives in reducing poverty through increased income to afford some social needs                         | They provide funds to support community initiated development intervention in the field of water, roads etc    | Community frustrations   |
| 8 | Religious  | While primarily concerned   | Their  | Religious Institutions have  |

|    |   |  |   |  |
|----|---|--|---|--|
|    | Institution   | with the spiritual development of its believer, FBO's and religious. Institutions in Misungwi are also involved in the provision of social services such as health, education and water.     | involvement in social – economic development helps to promote moral and emotional support to the District's interceptive. | a strong motivational power particularly to their believers which could be used negatively or positively.                                  |
| 9  | TFA   | TFA is attempting to ensure that Misungwi farmers acquire the needed inputs to facilitate increased agro livestock production. However TFA is a profit making org.                           | Ensure agro-livestock inputs are available to farmers on payment of the price charged.                                    | If farmers don't purchase the TFA inputs it will not be financed sustainably to meet the ever increasing demand for agro-livestock inputs. |
| 10 | Suppliers of goods and services.  | Prompt payment for the services which they have delivered.<br>Correct amount of money paid for the services they have delivered.<br>Fairness in selection of the winner in tenders and Bids. | Ensure the supply of goods and services at different levels of the MDC  | Withdraw in delivering of good and services.<br>Raise grievances and claims.<br>Tarnish image of the Council.                              |
| 11 | Central government Ministries, Department and agencies such as TANROADs, TANESCO, EWURA etc | The MDA's are responsible for policy making, providing financial and technical support and monitoring the implantations of major decision and program.                                       | Setting a conducive policy frame work and providing financial and technical support to MDC.                               | Development/ recurrent fund imbursement may be curtailed on delayed if not satisfied with reports.   |
| 12 | International Donors  | They want to see the impact of the funds they donated to support various development project in the water sector.  | Funds and Connectivity with other possible donors.  | Withdrawal of future possible support.   |
| 13 | Defense and Security  | Peace and harmony within the Council.<br>Support of facilities, eg. Vehicle and Fuel.  | To allow proper working environment in the district   | The Council will operate in unsecured environment  |

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|----|--|---|---|---|
| 14 | Financial Institutions and Social Security Fund (Banks, LAPF, PSPF, GEPF, SACCOS and VICOBA) | <ul style="list-style-type: none"> <li>• Council to open and retain accounts with the Banks.</li> <li>• Council and employees to secure loans from banks.</li> <li>• Statutory employee's contributions to be submitted timely</li> <li>• Effective financial services to support the financing of production sectors to contribute to socio-economic growth among the community members.</li> <li>• There should be reliable infrastructure, technical/financial support and reliable market information to facilitate their intent toward poverty reduction.</li> </ul> | Facilitate the product of various agro-livestock product, artisan and other micro-business. Some SACCOS help in improving the housing status. | <ul style="list-style-type: none"> <li>• Suffer penalties.</li> <li>• To be sued.</li> <li>• Loss of good relationship.</li> <li>• Their economic and financial viability may be threatened.</li> </ul> |
| 16 | Trade Unions   | <ul style="list-style-type: none"> <li>• Fair deal of benefits of employees.</li> <li>• Strong solidarity to bargain their request from the Council</li> </ul>  | Harmony creation and conflict resolution  | <ul style="list-style-type: none"> <li>• Disorderliness of employees.</li> <li>• Lack of one common front.</li> </ul>   |

Stakeholder analysis was there after followed by the analysis of situation of Misungwi District Council which involved number of tools of analyzing both the internal and external environments. The internal analysis on one hand was done by using SWOT (Strengths Weaknesses Opportunities and Threats) whereby external analysis on the other hand was made through PEST (Political Economic Social and Technological factors). The results from such analyses are as summarized and presented in table 2 and 3:

**Table: SWOT Analysis**

| <b>Strengths</b>   | <b>Weaknesses</b>   |
|--|---|
| <ul style="list-style-type: none"> <li>• Position and mandate of Misungwi district council</li> <li>• Use of agents, specific assigned officers and collection revenue collection committee in managing and collecting revenue for the Council for increasing revenue</li> <li>• High level of participation in decision-making of the council through CMT legal meetings and full council meetings</li> <li>• MDC has qualified and experienced staff</li> <li>• MDC has ward tribunals in all the existing wards that deal with community conflict resolutions</li> <li>• Availability of bylaws governing the management of the Council</li> <li>• Sufficient rainfall to support agriculture production</li> <li>• Arable and fertile land to accommodate agriculture and animal husbandry.</li> <li>• Some departments are fully fledged with competent and qualified staff</li> <li>• Strong and stable political leadership at the council level</li> <li>• Amani Nature Reserves provide potentiality for conservation of biodiversity and soil fertility</li> <li>• Prevalence of peace and tranquility within the council</li> <li>• National supportive policies to facilitate implementation of council's interventions</li> <li>• Existence of various NGO's and other development partners who are willing to support council's initiatives</li> </ul> | <ul style="list-style-type: none"> <li>• Unreliable markets for district produce particularly fruits</li> <li>• Insufficient incentives and motivation to staff</li> <li>• Ineffective management information system and information communication technology</li> <li>• Poor service delivery in some sectors</li> <li>• Poor data collection system to meet the council requirements.</li> <li>• Inadequate water supply</li> <li>• Low productive skills in agriculture and business sector</li> <li>• Insufficient staff in the council to meet council staff demands and support development activities</li> <li>• Insufficient buildings and facilities to support council activities</li> <li>• Low entrepreneurship skills among district residents.</li> <li>• Insufficient involvement of stakeholders in council plans and activities</li> <li>• Rising in price for agricultural inputs and machinery prevent the farmers to afford the prices hence fail to apply and use inputs/machinery which lead to low crop harvesting</li> <li>• Inefficient transport and marketing network and marketing network</li> <li>• Lack of officially designated solid waste collection centres in most of the unplanned areas- leading to unsafe disposal of solid wastes</li> <li>• A large parts of land in the district is not under proper land use plan so people do their operations without</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Government support</li> <li>• It has a government system that spreads out to the villages and hamlet levels.</li> <li>• It has established by-laws at district and village levels.</li> <li>• It has the experience of preparing different plans.</li> </ul>   | <p>having proper legal ownership of their land</p> <ul style="list-style-type: none"> <li>• Heavy dependence on government grants to finance development programmes</li> <li>• The lack of a major investors and the existence of a few businesses within the district leading to lower revenue incomes for the Council</li> <li>• Unavailable for council staffs houses hence some staff to work while living in difficult circumstances</li> <li>• The existence of a few building infrastructures in schools such as houses, offices, toilets, classrooms, dormitories and hostels</li> <li>• Absence of council headquarters office hence declining working influences</li> <li>• No enough towns so commercial sites is limited hence the availability of income is inadequate</li> <li>• Bureaucracy in obtaining CRO Customary right of occupancy</li> </ul> |
| <p><b>Opportunities</b></p>   | <p><b>Threats</b></p>   |
| <ul style="list-style-type: none"> <li>• Central Government subvention grants</li> <li>• Presence of development partners to support district development activities</li> <li>• Presence of Non-Governmental Organizations to support district development</li> <li>• Availability of UKIRUGURU and MABUKI Institutes of Agricultural research to research and disseminate findings to improve agriculture</li> <li>• The existence of NMB and CRDB Bank catering for the community and provide loans to community</li> </ul> | <ul style="list-style-type: none"> <li>• The central government having powers to announce changes that affect the operation of the council without notice or consultations</li> <li>• Poor economic base for most of the community</li> <li>• Possibility of Environmental degradation and destruction of water sources as a result of human activities.</li> <li>• Unreliable weather conditions that lead to low production.</li> <li>• High inflation</li> <li>• Inadequate financial resources</li> <li>• Limited business economic opportunities in the rural areas</li> </ul>   |

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| <p>members and council staff</p> <ul style="list-style-type: none"> <li>• Possibility of Expansion of Tourist potentials</li> <li>• The presence of forest reserves which is an opportunity for Marina honey and preservation of the environment</li> <li>• Availability of arable land for agriculture</li> <li>• Availability of Mineral resources</li> <li>• Presence of Lake Victoria to support both agriculture and domestic water supply</li> <li>• Political stability and strong government;</li> </ul> | <p>surrounding Misungwi District Council which forces rural population to move into the town in search for petty businesses</p> <ul style="list-style-type: none"> <li>• Inadequate budgetary allocation;</li> <li>• Prevalence of high unemployment rate in the district council</li> <li>• Low incomes from residents is affecting the tax base</li> <li>• Political considerations interfere with the functioning of the professionals that subject professional performance in difficult conditions</li> </ul> |
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**Table: PEST Analysis**

| <b>Political factors</b>   | <b>Economic factors</b>  |
|--|--|
| <ul style="list-style-type: none"> <li>• Political stability and strong government;</li> <li>• Education system as a determinant of the type of local leaders available to chart out the future of the council</li> <li>• Government policies regulations and rules which are supportive to the council programme.</li> <li>• Prevalence of more than one political party acts as an obstacle or catalyst of development in the council</li> <li>• The existence of appropriate policies, Laws and by-laws related to environment, business licensing and other council regulations set by the government may promote sustainable development and good governance if properly adhered to.</li> </ul> | <ul style="list-style-type: none"> <li>• Existing economic infrastructure is characterized by inadequate opportunities for investment.</li> <li>• Inflation prevails thus threatening the affordability levels of the people.</li> <li>• High interest and the conditions imposed on loans constraints peoples' access to credit services as a source of capital.</li> <li>• Lack of agro-processing industry have a further escalated the rate of unemployment.</li> <li>• Unimproved economic and social infrastructure determines the levels of production</li> <li>• Various economic strategies designed by the government.</li> <li>• Unreliable markets for district produce particularly fruits</li> <li>• Levels of incomes of the community determines their contribution towards council</li> </ul> |



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|  | <p>development initiatives</p> <ul style="list-style-type: none"> <li>• Threat of drought</li> </ul>  |
| <b>Social factors</b>  | <b>Technological factors</b>  |
| <ul style="list-style-type: none"> <li>• An ever increasing population acts as a constraint towards service delivery</li> <li>• Distribution of the national income may create social strata (Classes with conflicting interest and aspirations)</li> <li>• Norms and Cultural beliefs may promote or hinder the implementation of the council programmes</li> <li>• Social networking and solidarity is facilitated by a common vernacular/language</li> <li>• Availability of quality services like education and health may raise social status</li> <li>• Gender issues are considered and mainstreamed at national and local government levels, though some elements of gender imbalances still persist</li> <li>• The location and easy accessibility to most parts of the district may lead to the ever increasing HIV/AIDS transmission which may result in the decrease of the labour force.</li> </ul> | <ul style="list-style-type: none"> <li>• The existing management information system and information communication technology in the country may not easily defuse within the council's institution due to lack of financial and technical resources</li> <li>• Expansion of irrigation schemes may be hindered by investment cost</li> <li>• Limited use electronic machine in revenue collection negatively affecting council collection</li> <li>• The prices of production technology and other technical inputs may impinge the adoption of modern production processes.</li> <li>• Over dependence on rain fed agriculture is primarily due to inadequacy of irrigation technologies/infrastructure</li> <li>• Environmental conservation is threatened by the persistence use of poor agricultural practices and over dependence on fuel wood as a source of domestic energy</li> </ul> |

## CHAPTER THREE

### 3 VISION, MISSION, LONG-TERM GOALS, DISTINCTIVE COMPETENCIES, AND GUIDING PRINCIPLES OF MISUNGWI DISTRICT COUNCIL

#### 3.6 Vision

“To have good livelihood to its people by ensuring sustainable socio-economic services and good governance “

#### 3.7 Mission

“To ensure the community and all stakeholders participate in provision of sustainable socio-economic services using the available resources and the enabling environment including good governance

#### 3.8 Purpose for Existence of a District Council

The purpose gives the reason for Council’s existence. “*Why the council exists,*” the answer of which justifies the council’s reason of existence. The purpose of the council is given by the Basic Functions of the council as stipulated in the Local Government Act No. 7 (District Authorities) of 1982. Under the S 111(1) (a)-(c) of the act the basic functions of the District Council to be:

- ◆ To maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction.
- ◆ To promote the social welfare and economic well-being of all persons within its area of jurisdiction.
- ◆ Subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction.

#### The Business

The business deplores what the Council does. “*What are the duties of the Council?*” The business is the ‘What’ question to the Council. Goals are general statements about what the council needs to accomplish to deliver its Mission, and address major issues facing it.

The duties of the council (district authorities) are given by the Local Government Act No. 7 (District Authorities) of 1982. S 117 (1)-(2), S 118 (1)-(4) and S 119 (1)-(2); and Local Government Act No. 8 (Urban Authorities) of 1982 S 55 (1)-(2), S 56 (1)-(2) and S 59 (1) – (2), and amended by Local Government Act No. 6 of 1999 Sections 52 and 56 altogether stipulates these duties. The sections states

“For the purpose of the better execution of its functions, whether done alone or in co-operation and conjunction with any other local government authority or other person or body of persons, and subject to this Act or any other relevant written law, a local government authority shall take all such measures as in its opinion are necessary, desirable, conducive, or expedient:-

For the suppression of crime, the maintenance of peace and good order and the protection of public and private property lawfully;

For the control and improvement of agriculture, trade, commerce and industry;

For the furtherance and enhancement of the health, education, and the social, cultural and recreational life of the people;

For the relief of poverty and distress, and for the assistance and amelioration of life for the young, the aged and the disabled or infirm; and

For the development, mobilization and application of productive force to the war on poverty, - disease and ignorance.

To give effect to the meaningful decentralization in political, financial and administrative matter relating to the functions powers, responsibilities and services at all levels of local government authorities;

To promote and ensure democratic participation in, and control of decision-making by the people concerned; and

To establish and maintain reliable sources of revenue and other resources in order to enable Local Government Authorities perform their functions effectively and to enhance financial accountability of local government authorities, their members and employee.

In the performance of their functions, local government authorities shall-

- ◆ Provide their services in an efficient and cost-effective manner and foster co-operation with civic groups and other person’s authorities.
- ◆ Accord due recognition to, and promote, gender awareness; and
- ◆ Provide for the protection and proper utilization of the environment for sustainable development.

### **3.9 Long-Term Goals**

In order to realize it's vision and mission the Misungwi District Council current and future long-term goals are to:

- A. Services improved and HIV/AIDS infections reduced.
- B. Effective implementation of the National Anti-Corruption strategy enhanced, sustained and ensured.
- C. Peace, tranquillity and good governance to achieve a civilized, active and sustainable community ensured.
- D. Income poverty through provision of best services on agriculture, livestock, business, fishing, tourism, natural resources and processing industrial sectors reduced.
- E. Non-income poverty reduced by improving quality and coverage of health, water, education and housing services which meet local people and other stakeholder's demands.
- F. Stable and viable economic and social environment ensured by improving and expanding transport, telecommunication and information networks to meet both district and external demand.

### **3.10 Distinctive Competencies**

In order to achieve it's vision and mission Misungwi District Council (Misungwi District Council) requires intensive utilization of its distinctive competencies. Distinctive competencies are the unique characteristics/advantages which Misungwi District Council, possess in the fulfillment of it's strategy. The following are the observed distinctive competencies within Misungwi District Council.

- 1. Good and Attractive weather for life and work
- 2. Attractive sources for Tourism i.e. Amani Nature Reserve and Kigombe fishing potentials
- 3. Fertile land for agriculture and fruit farming
- 4. Suitable land and climate for spice production such as cloves, cardamom, cinnamon, black pepper, coconuts and ginger.
- 5. Amani Nature Reserve provides a locally available option for medication

### **3.11 Guiding Principles/Core values**

The following are the guiding principles or core values that will derive implementation of set objectives in a manner which is consistent with the roles of the district council. In order to

enable district council achieve its vision and mission, Misungwi District Council staff and other stakeholders are required to observe and behave under the following guiding principles/values.

|  |   |
|--|---|
| <p><b>1. Equally owned by citizen through representation</b></p> | <ul style="list-style-type: none"> <li>• All major decisions shall be made by the District Council</li> <li>• All citizens shall possess equal chance to influence major decisions of the council through representation</li> <li>• All people should be given equal chances of being involved in all process of planning and decision making</li> </ul>  |
| <p><b>2. Commitment to local community empowerment</b></p>       | <ul style="list-style-type: none"> <li>• District Council's activities should aim at bringing an impact to local community.</li> <li>• Local community should be allowed to monitor and evaluate the impact of council at their local levels</li> </ul>   |
| <p><b>3. Transparency</b></p>                                    | <ul style="list-style-type: none"> <li>• Ensuring transparency of processes, structures and communication</li> <li>• All financial matters are open to all citizens and other stakeholders</li> <li>• All financial transactions are liable for auditing and investigation</li> </ul>   |
| <p><b>4. Effectiveness and result oriented</b></p>               | <ul style="list-style-type: none"> <li>• District Council should be output-oriented, striving to deliver high quality services to its customers and clients</li> <li>• Performance of the district council employees will continuously be appraised on the basis of outputs and outcome achieved and not on inputs.</li> <li>• District Council should set and maintain high standards for its work</li> <li>• District Council should make things happen and is proactive to anticipate and address future matters and issues</li> <li>• District Council aims at choosing activities that deliver utility to its customers and clients – doing the</li> </ul> |

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|   | <p>“right” things</p> <ul style="list-style-type: none"> <li>• District Council should consciously aim at using all of its resources in the most efficient way as possible in order to serve its internal and external customers and clients</li> <li>• District Council should strive to deliver its services at minimal cost and in time</li> <li>• As it is always conscious of time, District Council should use its own and other people’s time intelligently</li> <li>• District Council should constantly improve the way it works – doing things “right” and not doing things in a business as usual criterion</li> </ul> |
| <b>5. Efficiency</b>                      |   |
| <b>6. Team work and participatory</b>     | <ul style="list-style-type: none"> <li>• District Council manages itself organisation through a participatory manner, involving its internal and external stakeholders in decision-making processes</li> <li>• District Council works in a team work manner in order to increase effectiveness and efficiency</li> <li>• District Council and its affiliate organizations staff should put their personal agendas and interests aside in order to serve its organisational needs and those of its customers and clients</li> </ul>  |
| <b>7. Action learning and flexibility</b> | <ul style="list-style-type: none"> <li>• District Council should use action learning approach in developing its new ideas and plans</li> <li>• District Council should become flexible to all matters so as to increase its effectiveness and efficiency</li> </ul>   |
| <b>8. Integrity and accountability</b>    | <ul style="list-style-type: none"> <li>• Being truthful, sincere, fair and consistent in all dealings</li> <li>• Acknowledging a person’s dignity</li> <li>• Being thoughtful of people’s needs</li> </ul>  |

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|  | <p>and supporting them in ways that protect their ways and self esteem or dignity.</p> <ul style="list-style-type: none"> <li>• Spending time and energy to ensure that people are well served</li> <li>• Avoid nepotism in service delivery</li> <li>• Avoid corruption</li> <li>• Employees will neither use public facilities for private gains nor seek or accept favor or inducement.</li> <li>• Every person should be accountable to his/her decisions and actions</li> </ul> |
| <b>9. Pursuit of excellence:</b>               | <ul style="list-style-type: none"> <li>• District council employees will strive to achieve the highest standards in implementing their roles and actively seek opportunities to improve those standards</li> </ul>   |
| <b>10. Diligence to duties</b>                 | <ul style="list-style-type: none"> <li>• District council employees will attend regularly during their hours of duty and will devote themselves wholly to their works.</li> </ul>  |
| <b>11. Continuous learning:</b>                | <ul style="list-style-type: none"> <li>• District council employees will continuously improve their knowledge and skills through short, medium and long terms training, both locally and internationally</li> </ul>  |
| <b>12. Proper use of official information:</b> | <ul style="list-style-type: none"> <li>• District council employees will not withhold information which the public has right to know. However, they will not reveal or misuse official information which is confidential.</li> </ul>   |

#### 4.8 CRITICAL ISSUES

The following issues have been identified as “**critical** “during the internal and external environment scanning. These issues need to be addressed in the reviewed plan.

| No. | Department                      | Critical Issue (s)  |
|-----|---------------------------------|---|
| 1.  | a. Administration and Personnel | <ul style="list-style-type: none"> <li>• Insufficiency of motivation packages to retain qualified staff.</li> <li>• Lack of council headquarter office</li> <li>• Insufficiency of offices and working facilities at Ward and village Levels.</li> <li>• Low level of performance management.</li> <li>• Insufficiency budget allocation for employees’ welfare.</li> <li>• Shortage of staff at all levels</li> <li>• Insufficient knowledge of among council workers on rules and regulations towards quality service delivery</li> <li>• Unsatisfactory working conditions and facilities</li> </ul> |
|     | b. Internal Audit Unit          | <ul style="list-style-type: none"> <li>• Insufficient working facilities such as Laptop</li> <li>• Poor record keeping</li> <li>• Limitation in minimizing or rectifying audit query</li> </ul>   |
|     | c. Legal Unit                   | <ul style="list-style-type: none"> <li>• Untimely release of or funds necessary for conducting council’s cases</li> <li>• Insufficient office supplies eg. Desk top and printer, photo copy machine, book shelves and cabinets.</li> <li>• Lack of legal officer uniforms while attending the court sessions.</li> <li>• Lack of means of transport (vehicle) to transport</li> </ul>   |



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|   |                                | <p>legal officers while attending the courts.</p> <ul style="list-style-type: none"> <li>• Some cases being heard E x-part due to non-attendance/appearance to court of legal officers who were present that time.</li> <li>• Unsatisfactory coverage of ward land tribunals in time in terms of knowledge and skills facilitation</li> </ul>                      |
|   | d. Procurement management Unit | <ul style="list-style-type: none"> <li>• Insufficient knowledge on procurement Act and procedures by some staff like doctors, nurses, head teachers, ward executives.</li> <li>• Improper procurement plans done by departments</li> <li>• Unsatisfactory knowledge of some district staff on Procurement Act and procedures</li> </ul>                            |
| 2 | Health                         | <ul style="list-style-type: none"> <li>• Inadequate health staff.</li> <li>• Inadequate houses for health staff.</li> <li>• Inadequate transport facilities for supervision, distribution and referrals.</li> <li>• Inadequate health facilities (Council hospital, health centers and dispensaries).</li> <li>• Inadequate medicines, medical supplies</li> </ul> |
| 4 | Policy and Planning            | <ul style="list-style-type: none"> <li>• Inadequate financial resources to conduct monitoring and evaluation of projects.</li> <li>• Poor cooperation of stakeholders in planning and budgeting.</li> <li>• O&amp; OD plans are not reviewed regularly.</li> <li>• Lack of reliable local government management data base.</li> </ul>                              |

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|---|----------------|--|
| 5 | a. Livestock   | <ul style="list-style-type: none"> <li>• Insufficient Livestock infrastructure.</li> <li>• Low quality of Livestock product.</li> <li>• Low livestock productivity such as Milk, Eggs, etc</li> <li>• Disease incidences.</li> <li>• Lack of resources (motor cycle, motor vehicle) for staffs.</li> <li>• Untimely release of funds</li> <li>• Shortage of staff.</li> </ul>  |
|   | b. Fisheries   | <ul style="list-style-type: none"> <li>• Gradual decrease in fish availability/fish stocks<br/>Inadequate knowledge of the fishers on protection of fisheries resources</li> <li>• Over dependency on traditional fish sources – low adaptability of new startegies</li> <li>• Poor capital of fishermen leading fishers into fishing illegalities</li> <li>• Poor fisheries infrastructures.</li> <li>• Poor infrastructure at fish landing sites eg. Roads and toilets</li> <li>• Water hyacinth proliferation has hindered fishing activities in Lake Victoria</li> <li>• Prevalence of HIV/AIDS among fishermen</li> <li>• In adequate fisheries staffs</li> </ul> |
| 6 | a. Agriculture | <ul style="list-style-type: none"> <li>• Low price of agricultural products.</li> <li>• Low value addition initiatives</li> <li>• Most are sold while in a raw form</li> <li>• Inadequate extension services.</li> </ul>   |

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|   |   | <ul style="list-style-type: none"> <li>• High cost of Agro inputs</li> </ul>   |
|   | b. Irrigation   | <ul style="list-style-type: none"> <li>• Insufficient budget necessary for initiating irrigation infrastructure.</li> <li>• Non-utilized available irrigation infrastructure</li> <li>• Un exploited irrigation potentials available in the district</li> </ul>  |
|   | c. Cooperatives   | <ul style="list-style-type: none"> <li>• Inadequate cooperative education.</li> <li>• Limited access to finance sources</li> <li>• Existence of non-performing SACOSS</li> <li>• Shortage of cooperative staff</li> </ul>  |
| 7 | a. Lands  | <ul style="list-style-type: none"> <li>• Presence of Informal and unplanned settlement in rural areas and urban area</li> <li>• Lack of Land registry office at district and Village level</li> <li>• Inadequate staff</li> <li>• Persistence of Land use conflicts in both rural areas and urban areas</li> </ul>   |
|   | c. Natural Resources( Environment, Bee-keeping, energy, wetlands, tourism, forestry and wildlife) | <ul style="list-style-type: none"> <li>• Higher production of Solid waste</li> <li>• Poor waste management including inappropriate disposal methods and facilities in households and industrial in urban and peri-urban areas</li> <li>• Inadequate staff</li> <li>• Continued high dependence on a limited range of energy sources particularly wood fuel for domestic use</li> <li>• Inadequate sources of livelihoods that are resilience to multiple land uses and climate change</li> <li>• There are no regimes to manage and support the</li> </ul> |

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|  |                             | <p>multiple functions of forest reserves in holistic manner</p> <ul style="list-style-type: none"> <li>• Inadequate knowledge and skill on improved beekeeping practices and value addition of bee products</li> <li>• High dependence on wetlands resources for farming, grazing during drought</li> <li>• Encroachment of wetlands caused by Farming ,Mining, grazing and settlement purposes</li> <li>• Climate Change/ Drought</li> <li>• Tourist attractions not documented and advertised</li> <li>• Tourist Opportunities not exploited (cultural tourism)</li> </ul> |
|  | Finance, trade and industry | <ul style="list-style-type: none"> <li>• Low level of revenue collection.</li> <li>• Weak financial management.</li> <li>• Low performance in accounts section.</li> <li>• Some businesses are not yet officially or registered</li> <li>• Inadequate food processing industries</li> </ul>  |
|  | Primary Education           | <ul style="list-style-type: none"> <li>• Inadequate infrastructures and learning materials.</li> <li>• Unconducive working environment for teachers.</li> </ul>  |
|  | Secondary Education         | <ul style="list-style-type: none"> <li>• Inadequate infrastructures in secondary schools.</li> <li>• Inadequate teachers' houses and learning facilities.</li> <li>• Low number of science teachers,</li> <li>• Incomplete laboratories in most of the schools</li> <li>• Persistence of students drop out due to pregnancies, early marriage, truancy etc</li> </ul>  |

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|  | Sports and Culture                        | <ul style="list-style-type: none"> <li>• Poor utilization of cultural heritage as a source of tourism</li> <li>•</li> </ul>  |
|  | Community Development and Social Welfare. | <ul style="list-style-type: none"> <li>• Inadequate entrepreneurship skills of women and the youth.</li> <li>• Low community awareness on gender issues, HIV/AIDS, and low community participation in projects.</li> <li>• Insufficient basic needs to most vulnerable groups (Elders, widows, orphans, and disabled).</li> <li>• Presence of most vulnerable children.</li> <li>• Lack of regular training to staff.</li> <li>• Presence of unregistered Civil Society Organizations (CSOs).</li> <li>• Lack of transport facilities ( Vehicle and Motor cycles)</li> <li>• Lack of Community awareness on disaster management.</li> <li>• Loss of government fund due to low rate of return of loans from women groups.</li> </ul> |
|  | Works                                     | <ul style="list-style-type: none"> <li>• Inadequate road maintenance</li> <li>• Fund not enough to construct and maintain roads</li> <li>• In accessibility of most roads (earth roads) during rainfall season</li> <li>• Frequent and costly maintenance of unpaved roads</li> <li>• Encroachment and misuse of road infrastructure</li> <li>• Insufficient facilities for road maintenance supervision(cars, motorcycles)</li> </ul>   |

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|  | Water  | <ul style="list-style-type: none"> <li>• Inadequate water supply compared to demand</li> <li>• Shortage of staff.</li> <li>• Inadequate of storage tanks</li> <li>• Ageing of water infrastructure</li> <li>• Water produced does not meet the quality standards</li> <li>• Shortage of funds for capital investments</li> <li>• Water produced is not proportional to the water demand</li> <li>• Low revenue collection</li> <li>• Shortage funds for implementation of development activities</li> </ul>   |
|  | Information Communication and Public Relations | <ul style="list-style-type: none"> <li>• Insufficient office ICT equipment's</li> <li>• Lack of Local Area Network (LAN) to most departments for internal communication</li> <li>• Insufficient revenue collection machines (POS)</li> <li>• Most of the departments do not access wireless internet connection due to few available wireless devices or Access Point</li> <li>• District Officials use private e-mail address for official communication</li> <li>• District lacks website</li> <li>• Shortage of staff</li> <li>• Unlimited of ICT knowledge among district staff</li> <li>• Insufficient funds allocated for ICT activities</li> </ul> |

## CHAPTER FOUR

### 4 STRATEGIC AIMS, AREA OF OPERATION, STRATEGIC OBJECTIVES AND STRATEGIES

#### 4.6 Strategic Aim One

Establish and maintains effective administration and governance systems, human resource management, financial accountability and legal services to promote council and staff effectiveness, efficiency, peace and tranquillity within the district.

| Area of Operation/<br>Department/Unit | Strategic Objective(s)  | Strategies   |
|---------------------------------------|---|--|
| <b>Administration and Personnel</b>   | To uphold quality of good governance and administration services within the district. | Improve physical infrastructure of the district, ward and villages offices by June 2022.   |
|                                       |   | Advocating transparency and accountability to the public by June, 2022   |
|                                       |   | Building capacity of employees and elected leaders to improve service delivery by June, 2020   |
|                                       |   | Adherence to rules, regulations and code of ethics   |
|                                       |   | Enhance and create Community awareness on gender equality and equal participation in planning and decision making by June 2022.  |
|                                       |   | Ensure effectively and timely conducting of council and committees meetings by June 2022.  |
|                                       |   | Furnish district and wards offices with high quality furniture's and ICT facilities and the villages offices with adequate furniture by 2022.  |
|                                       |   | Promote awareness on the use of rule of law and the prevention of corruption within as advocated in the National Anti-corruption strategy to council leaders and executives starting from July 2022. |
|                                       |   | Prepare the Client Service Charter and Conduct an orientation  |

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|   | seminar on the same to council staff by June, 2022.   |
|   | Improve service delivery quality control and public relations between council and other stakeholders starting from July 2022    |
| To ensure Misungwi District Council with adequate, effective and motivated staff. | Equip council with enough and competent staff in order to promote effectiveness and efficiency by June 2022.                    |
|   | Improving working condition and facilities by June, 2022  |
|   | Support Administrative and coordination activities by June, 2022.   |
|   | Improve district, ward and village staff working condition by June, 2022.   |
|   | Ensures district, ward and village leaders and staff attend skills development programme and trainings starting from July 2022. |
|   | Improve district, ward, village staff job assessment and quality control measures by June, 2022                                 |
|   | Raise and create awareness to Departmental staff on cross cutting issues by June 2022   |



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| <b>Legal Affairs</b> | Improve the provision of legal and security services | Facilitate access of all relevant laws, guides and by laws to district, ward and village leaders and executives by June, 2022  |
|                      |  | Ensure both leaders and executives at district, ward and village are aware with laws, guidelines and by-laws by June, 2022   |
|                      |  | Facilitate ward tribunals in dispensing legal issues by June, 2022   |
|                      |  | Assist the village, ward and district policy making bodies to enact relevant and effective by-laws by 2022.  |
|                      |  | Build the capacity of the security guards and auxiliary police to improve service delivery by June, 2022   |
|                      |  |  |
|                      |  | Set effective legal structure and action plan to ensure council legitimacy and administrative powers are effectively used within the district by 2022.   |
|                      |  | Equip the Legal unit staff with required facilities required to attend court session actively by June, 2022  |
|                      |  | Ensure district procurement, staff recruitment and promotions and retrenchment, land management, properties management and other operations adhere to governing laws and regulations by June, 2022 |
|                      |  | Raise and create awareness to Departmental staff on cross cutting issues by June 2022  |

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|--------------------------|--|---|
| <b>Internal Auditing</b> | To ensures district financial resources are efficiently, effectively and economically utilized | Set an effective audit and inspection framework to council financial transactions by June, 2022.                          |
|                          |  | Retrain staff on evolving audit practices regularly   |
|                          |  | Ensure effective, efficiency and timely collection, spending and retirement of financial resource starting from July 2022 |
|                          |  | Promote awareness and skills development on use and reporting of financial resources among council staff by July 2022     |
|                          |  | Equip Auditing section with modern financial auditing equipments and soft ware's from July 2022.                          |
|                          |  | Ensure effective and timely financial auditing and reporting starting from July, 2022                                     |
|                          |  | Raise and create awareness to Departmental staff on cross cutting issues by June 2022                                     |

#### 4.7 Strategic Aim Two

Ensure development plan and financial resources are accountable, efficient, effective and viable for reduction of both income and non-income poverty and human development in the district.

| Area of Operation/<br>Departments | Strategic Objective(s)  | Strategies  |
|-----------------------------------|---|---|
| <b>Planning</b>                   | To ensure district plans are able to facilitate poverty reduction initiatives | Ensure timely and effective formulation and implementation of district strategic plans and villages O&OD plans by June 2022.                    |
|                                   |   | Compose inter-departmental collection, use and management of planning data using LGMD system and structure by June 2022.                        |
|                                   |   | Supervise and coordinate departments' projects and activities in the council regularly by June 2022   |
|                                   |   | Harmonizes programmes, projects and activities monitoring and evaluation and reporting system for all sectors within the district by June 2022. |
|                                   |   | Ensures community involvement in all council plans and interventions by June 2022.  |
|                                   |   | Ensure timely monitoring, evaluation and reporting of development programmes by June, 2022  |
|                                   |   | Establish Council data bank with all relevant social and economic data by June, 2022  |
|                                   |   | Improve planning operations by equipping the department with modern equipments, software and transport facilities by June 2022.                 |
|                                   |   | Improve planning and budgeting skills among council leaders and staff from July, 2022   |
|                                   |   | Raise and create awareness to Departmental staff on cross cutting issues by June 2022   |

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| <b>Finance</b> | Build sustainable financial capacity of Misungwi District Council | Identify and operationalize additional sources of finance<br>Starting July, 2022  |
|                |   | Strengthen the accounting system by June, 2022  |
|                |   | Safeguarding of all councils' assets by June, 2022  |
|                |   | Strengthen the procurement Unit from June, 2022   |
|                |   | Ensure council revenues are adequate and effectively to support district financial demands by June 2022.  |
|                | To mainstream cross-cutting issues in departmental activities     | Improve financial department staff skills to meet modern financial systems requirements by June 2022.   |
|                |   | Facilitate financial department with modern equipments, software and transport facilities to meet modern financial systems requirements by June 2022. |
|                |   | Raise and create awareness to Departmental staff on cross cutting issues by June 2022   |

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| <b>Procurement Management Unit</b> | Ensure council procurements activities adheres to principles and procedures of Public Procurements | Prepare 5 quality procurement plans for the year 2022/18-2021/22   |
|                                    |  | Prepare 20 procurement reports for the year 2022/18- 2021/22   |
|                                    |  | Capacitate on procurement procedures the Tender Board members, Head of Department, Heads of Sections and other council levels involving in procurement of goods and services by June, 2022 |
|                                    |  | Raise and create awareness to Departmental staff on cross cutting issues by June 2022  |
|                                    | To mainstream cross-cutting issues in departmental activities                                      |  |

#### 4.8 Strategic Aim Three

Promote district productivity through integration of agriculture, livestock, fishing, natural resource sectors potentials.

| Area of Operation/<br>Department/Sections   | Strategic Objective(s)  | Strategies  |
|---|---|---|
| <b>Agriculture and Livestock</b>  | To promote livestock and agriculture productivity in order to raise farmers income and food security. | Improve Livestock and agricultural facilities and infrastructures in of Misungwi district by June, 2022 |
|   |   | To Promote Value addition and processing of livestock and agricultural products by June, 2022           |
|   |   | Improve livestock management techniques by June, 2022   |
|   |   | Improve linkage among livestock and agricultural stake holders by June, 2022                            |
|   |   | Improve Markets of livestock in by June, 2022   |
|   |   | Increase Milk Production in the district by June, 2022  |
|   |   | Facilitate supply of quality livestock and agricultural inputs by June, 2022                            |
|   |   | To strengthen the Irrigation infrastructures by June, 2022  |
|   |   | Introduce and enforce agricultural and livestock development by laws by June, 2022                      |
|   |   | Strengthen the provision of extension services by June, 2022  |
|   |   | Effectively deliver Livestock Extension Service June, 2022  |
|   |   | Improve Agriculture facilities in by June, 2022   |
|   |   | Properly deliver Agriculture Extension Services from July, 2022   |
|   |   | Improve crop production techniques by June, 2022  |
|   |   | Improve the marketing infrastructure by June, 2022  |
| Improve Agriculture and livestock skills farmers and extension staff by June, 2022    |   |   |
| Raise and create awareness to Departmental staff on cross cutting issues by June 2022 |   |   |

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| <b>Cooperative</b> | To promote and strengthen quality of cooperative                     | Business and managerial skills to cooperative Societies strengthened by June 2022  |
|                    |  | To facilitate cooperatives to access credits and/or Finance by June, 2022  |
|                    |  | Conduct inspection of cooperative society to validate the compliance to rules and regulations from July, 2022                                    |
|                    |  | Facilitate the cooperatives to ensure that their accounts are annually audited by June, 2022   |
|                    |  | Capacitate the Boards of the cooperative society to know and comply with rules and regulations to run the Cooperatives in Tanzania by June, 2022 |
|                    | To ensure that Services are Improved and HIV/AIDS infections reduced | To address crosscutting issues (HIV/AIDS, Gender, Environment and Climate change) by June, 2022  |

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| <b>Trade and economy</b>   | To raise business sector volume and industrial sector production in order to increase both council and per capital incomes. | Improve business services within the district starting by 2022.   |
|  |   | Creating conducive investment environment from July, 2022   |
|  |   | Active promotions of investment opportunities in Misungwi by June, 2022   |
|  |   | Awareness creation among the businessmen on formalization of business by from July, 2022                            |
|  |   | Acquire land for industrial sites and disseminate information on the district industrial potentials by June 2022.   |
|  |   | Modernization of Misungwi Market center by June, 2022   |
|  |   | Rehabilitate current industrial and trade investment areas and establish new industries June 2022                   |
|  |   | Link Misungwi district industries with other districts' regions' and countries' industries June 2022                |
|  |   | Establish district investment areas and centers June 2022.  |
|  |   | Improve quality and marketability of SMEs products June 2022.   |
| Enhance a conducive working environment in the district trade office by June 2022. |   |   |
|  | To mainstream cross-cutting issues in departmental activities   | Mainstream principles of good governance to promote efficient collection of council revenue by June 2022.           |
|  |   | Create awareness among the business community on HIV/AIDS, Environmental conservation and gender equality June 2022 |



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| <b>Forestry</b>    | To facilitate sustainable management of forest resources in the district and ensure district forest resources benefits local population.   | Facilitate Local people participation in forest resources conservation and management by June 2022  |
|                    |  | To facilitate availability of staff in forest sector  |
|                    |  | Improve and preserve Quality of forest resources and the surrounding environment by June 2022   |
|                    |  | Introduce Alternative and acceptable income generating activities at village and household levels by June 2022                                      |
|                    |  | Facilitate Capacity building of forest staff to enable them to supervise, monitor and evaluate forest activities effectively by June 2022           |
|                    |  | Provide support to the forest resources office to meet routine administrative costs associated with implementation of its activities by June 2022   |
| <b>Wildlife</b>    | To facilitate sustainable management of wildlife resources in the district and ensure the resources benefits local population.             | Facilitate and ensure wildlife resources benefits local population by June 2022   |
|                    |  | To facilitate availability, Wildlife Staff  |
|                    |  | Conduct Census and sorting of wildlife animals by June 2022   |
|                    |  | Facilitate Capacity building of wildlife staff to enable them to supervise, monitor and evaluate wildlife activities effectively by June 2022       |
|                    |  | Provide support to the wildlife resources office to meet routine administrative costs associated with implementation of its activities by June 2022 |
|                    | To mainstream cross-cutting issues in departmental activities  | Raise and create awareness to Departmental staff on cross cutting issues by June 2022   |
| <b>Environment</b> | To facilitate sustainable environmental conservation and management in the district and ensure that the district environments are improved | Establish Tree nurseries for raising tree seedlings by June, 2022   |
|                    |  | Mobilize community for Tree planting in the district by June, 2022  |
|                    |  | Facilitate Capacity building of environmental staff to enable them to supervise, monitor and evaluate environmental activities                      |

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|                |   | effectively by June, 2022  |
|                |   | To Facilities sustainable participatory waste management in the district by June, 2022   |
|                |   | To facilitate availability & Sustainable solid waste deposit/collection by June, 2022  |
|                |   | To facilitate adoption of appropriate technology for waste management by June, 2022  |
|                |   | Provide support to the environmental office to meet routine administrative costs associated with implementation of its activities by June 2022 |
|                | To mainstream cross-cutting issues in departmental activities   | Raise and create awareness to Departmental staff on cross cutting issues by June 2022  |
| <b>Tourism</b> | To create the viable environment for tourism attractions in the district and ensure district tourism benefits local population. | Identify and promote Tourism attraction sites and local activities by June, 2022   |
|                |   | To designate appropriate staffing for tourism industry by, June, 2022  |
|                |   | Promote and improve recreational and social facilities   |
|                |   | Establish and Implement Tourism market and network strategy by June, 2022  |
|                |   | Conduct Campaigns to promote both domestic and international tourism by June, 2022   |
|                |   | Facilitate Capacity building of tourism staff to enable them to supervise, monitor and evaluate tourism activities effectively by June, 2022   |
|                |   | Raise and create awareness to Departmental staff on cross cutting issues by June 2022  |
|                | To mainstream cross-cutting issues in departmental activities   |  |

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|-------------|---|---|
| Bee-keeping | To promote Bee-keeping activities and productivity            | <p>Promote Modern bee-keeping, processing and wax production by June, 2022</p> <p>To designate appropriate staffing for beekeeping subsector by, June, 2022</p> <p>Establish and implement Bee products and marketing strategy by June, 2022</p> <p>Facilitate linkages between the community involved in bee-keeping and institutions/individuals providing services or markets related to bee-keeping by June, 2022</p> <p>Capacitate community on knowledge and skills related to modern bee-keeping by June, 2022</p> <p>Facilitate Capacity building of beekeeping staff to enable them to supervise, monitor and evaluate initiatives in bee keeping in Misungwi by, 2022</p> <p>Provide support to the beekeeping office to meet routine administrative costs associated with implementation of its activities by June, 2022</p> |
|             | To mainstream cross-cutting issues in departmental activities | Raise and create awareness to Departmental staff on cross cutting issues by June 2022   |

|                                      |   |   |
|--------------------------------------|---|---|
| <b>Land, Housing and Settlements</b> | To facilitate sustainable use of land resources and sufficient access to building services and materials. | Develop District Land Use Plan and implemented the same by June, 2022   |
|                                      |   | To prepare master Plan of Usagara area to cutter for land Pressure activities (bus stand, Stadium Rail station) in order to overcome invades resulted from Mwanza city by June, 2022. |
|                                      |   | Prepare Village Land Use Plans by June, 2022  |
|                                      |   | To facilitate availability of Land Registry Office at District & Village levels by June, 2022   |
|                                      |   | Create Awareness on Land Act,1999; Urban Planning Act No. 8 Of 2007 and other relevant Land Policies to Councilors, Ward Executive Officers and Village Councils by June 2022         |
|                                      |   | Develop Misungwi Township and other minor settlements in accordance to Land Use Plans and Regulations by June, 2022   |
|                                      |   | Prepare two Regularization Plans by June, 2022  |
|                                      |   | Establish and enforce By laws on tree planting within Misungwi Township and other minor settlements by June, 2022   |
|                                      |   | Empower three district land officials with skills and equipment by June 2022.   |
|                                      |   | Improve Integration of environmental conservations measures in the district land use plan by June, 2022   |
|                                      |   | Facilitate increased access to land by district residents by June, 2022   |
|                                      | To mainstream cross-cutting issues in departmental activities   | Raise and create awareness to Departmental staff on cross cutting issues by June 2022   |

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| <b>Fishing</b> | To promote sustainable fishing practices and productivity     | Identify and utilize Fishing potentials in order to raise productivity and ensure sustainable fishing by June, 2022                             |
|                |   | Awareness creation and conduct surprising visits to fishing areas to monitor poor fishing methods as a means to stop them by June, 2022         |
|                |   | To Promote fish farming by June, 2022   |
|                |   | Improve Fishing technologies and ensure access to modern fishing gears in the district by June, 2022  |
|                |   | Prevention of illegal fishing practices by June, 2022   |
|                |   | Enhance collaboration with private sector and NGOs to promote modern fishing activities in the district by June 2022                            |
|                |   | Facilitate Capacity building of fishing staff to enable them to supervise, monitor and evaluate fishing activities effectively by June, 2022    |
|                |   | Provide support to the fisheries office to meet routine administrative costs associated with the implementation of its activities by June, 2022 |
|                |   | Raise and create awareness to Departmental staff on cross cutting issues by June 2022   |
|                | To mainstream cross-cutting issues in departmental activities |   |

#### 4.9 Strategic Aim Four

Provide best infrastructures and other services like postal and Telecommunication enough to support economic growth and equitable income distribution among district residents.

| Area of Operation/<br>Department/Sections | Strategic Objective(s)   | Strategies  |
|---|--|---|
| <b>Roads</b>                              | To improve quality of roads and establish new networks of feeder and district roads                            | Mobilize Funds to improve and maintain feeder and district roads by June, 2022  |
|   |  | Improve the Roads and drainage infrastructure by June, 2022   |
|   |  | Improve supervision capacity of roads with required equipment, transport facilities and staffs remuneration by June, 2022 |
|   |  | Expand and rehabilitate District roads and feeder roads amounting to by June 2022.  |
| <b>Telecommunication</b>                  | To promote and ensure reliability and affordability of communication services within and outside the district. | Collaborate with Telephone companies to promote reliability of their services in the district by June, 2022               |
|   |  | Facilitate fast and adequate access of telecommunication services and products within the district by June, 2022          |
| <b>Postal Services</b>                    | To promote reliability, fastness and affordability of postal services within and outside the district          | Collaborate with district postal office to improve its services and products starting from June 2022                      |
|   |  | Promote peoples' attitudes towards postal services by June, 2022  |

#### 4.5 Strategic Aim Five

Promote social development through high standard social services in education, health, water and sanitation and address major impediments facing each of these services

| Area of Operation/<br>Department/Sections | Strategic Objective(s)  | Strategies  |
|---|---|---|
| <b>Education</b>                          | To ensure access, quality and equitable education services delivered in Misungwi District | Facilitate and monitor educational activities in the district by June, 2022   |
|   |   | Capacitate the education committees to properly and sustainably manage and administer education at school and village level by June, 2022 |
|   |   | Strengthening the performance education inspection unit that to effectively carries its duties by June, 2022                              |
|   |   | Ensure increased access to pre-primary education  |
|   |   | Ensure provision of quality primary education   |
|   |   | Ensure provision of quality secondary education   |
|   |   | Build and strengthen Management capacity of educational managers at district level by June, 2022  |
|   |   | Increase the availability of learning infrastructures in Primary and secondary education by June, 2022                                    |
|   |   | Ensure increased access to secondary education by June, 2022  |
|   |   | Facilitate availability of learning facilities both to teachers and pupils at all levels of education in the district by 2022             |
|   |   | Reduce Illiteracy rate among adult population by June, 2022   |
|   |   | Promote Adult Education by June, 2022   |
|   |   | Increase Pass rate in national examination in Misungwi by June, 2022  |
|   |   | Improve the academic and  |

|               |  |   |
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|               |  | <p>professional competence for teachers</p> <p>Improve Service delivery through practice of good governance, environmental conservation, fight against HIV/AIDs and corruption</p> <p>Maintain Enrolment of all school going age into Standard I by June, 2022</p> <p>Provide meals for all primary schools pupils by June 2022</p> <p>Increase Pass rate in National Examinations for PSLE and for STD IV by June, 2022</p> <p>Implement the 1999 national sports policy by June, 2022</p> <p>Enhance community participation and involvement in sport and games at local, district, regional and national level by June, 2022</p> <p>Promote celebration of national festivals starting from July, 2022</p> |
| <b>Health</b> | To ensure equitable and high quality health services delivered to all people in the district | <p>Improve Quality of health services in all health facilities and community level by June, 2022</p> <p>Improve health service provision centers including the construction of district hospital by June, 2022</p> <p>Improve health care provision to vulnerable groups likr Elderly, under-</p>   |



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|  |  | fives, pregnant women, Albino and mental disabilities by June, 2022  |
|  |  | Strengthening of Immunization services within the District by June, 2022   |
|  |  | Improve services for non-communicable diseases by June, 2022   |
|  |  | Strengthening provision of services for Neglected Tropical Diseases (NTD) within the District by June, 2022                      |
|  |  | Improve Health infrastructures through community Engagement that to increase community access by June, 2022                      |
|  |  | Improve Nutritional services in Community by June, 2022.   |
|  |  | Strengthening emergence preparedness and response by June, 2022  |
|  |  | Strengthening community health care through Community Health workers (CHWs) by June, 2022  |
|  |  | Improve Home Based Care services by June, 2022   |
|  |  | Strengthening Provision of traditional medicine and alternative healing according to national rules and regulation by June, 2022 |
|  |  | Collaborated with stakeholders in addressing HIV/AIDS, Malaria, TB & Leprosy June, 2022  |
|  |  | Promote Environmental health and Sanitation services within the District by June, 2022   |
|  |  | Improve specialized health care by June, 2022  |
|  |  | Motivate the community to join the Community Health Fund by June, 2022   |
|  |  | Ensure accountability in management of health services related equipment   |

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|  |  | and facilities by June, 2022   |
|  |  | Ensure customer care to patients during health services provision from July, 2022                  |
|  |  | Reduce infant, child and maternal mortality from July, 2022  |
|  |  | Improve Staff remuneration, transport facilities and equipments in health department by June 2022  |
|  |  | Collaborate with NGOs and other partners in addressing HIV/AIDS and Malaria pandemic by June, 2022 |
|  |  | Promote Health education to community and Schools by June, 2022                                    |
|  |  | Improve and ensure access to quality Health Services by Misungwi community by June, 2022           |

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| <b>Water and Sanitation</b> | To promote high access to safe and clean water and sanitation services | Facilitate improvement in provision of water and sanitation services in Misungwi by June, 2022  |
|                             |  | Improve the infrastructure of water supply and liquid waste management  |
|                             |  | Ensure integration of environmental and sustainable measures in the water and sanitation services by June 2022.                             |
|                             |  | To Formulate and/or strengthen the bodies related to management of water services in both urban and rural areas at all levels by June, 2022 |
|                             |  | To ensure sustainability of water Infrastructure by June, 2022  |
|                             |  | Improve Staff working condition by June 2022.   |
|                             |  | Improve the quality of water supplied to the community by June, 2022  |
|                             |  | Maintain and operate Piped Water Supply Schemes by June, 2022   |
|                             |  | To ensure sustainability of water sources by in the district by June, 2022  |
|                             |  | To promote Private sector to Invest on, Clean water Supply & Sanitation sources by June, 2022   |
|                             |  | Create awareness on the preservation and conservation of water sources by June, 2022  |
|                             |  | Awareness created during any water activities implemented about HIV/AIDS prevention and assuring reduction of its infection by June, 2022   |
|                             |  | Awareness created to water department Staff on Prevention and Combating corruption June 2022.   |

#### 4.10 Strategic Aim Six

Ensure cross-cutting issues such as HIV/AIDS, Governance, Vulnerability and Gender are appropriately mainstreamed into sectors so as to achieve broad impact in poverty reduction initiatives.

| Area of Operation/<br>Department/Sections | Strategic Objective(s)  | Strategies   |
|---|---|--|
| <b>Community Development</b>              | To facilitate mainstreaming of HIV/AIDS prevention, treatment and care in all sectors and assure reduction of its infection | Re-establish and implement district integrated HIV/AIDS prevention strategy by June, 2022  |
|   |   | To educate community in the HIV prone areas such as fishing grounds, mining areas June, 2022   |
|   |   | Build capacity to Religious leaders on community sensitization to enhance peace and harmony in Misungwi District by June, 2022   |
|   |   | Promote Organizations dealing with HIV/AIDS prevention, treatment and care by June, 2022   |
|   |   | Improve quality and coverage of HIV/AIDS education to Youth, MVC, women, pupils, Elders, disabled peoples and other groups in the district by June, 2022                   |
|   |   | Improve quality and coverage of social- economic services to groups of people affected and infected with HIV/AIDS through technical and financial assistance by June, 2022 |
|   | To contribute reduction of human vulnerability and enhance their competitiveness.   | Establish a district vulnerability profile and respective plan by June, 2022   |
|   |   | Strengthen provision of services to women and other socio-economic groups  |

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|  | Build the capacity of the social welfare, community development staff  |
|  | Improve Social welfare to people in Misungwi by June, 2022   |
|  | Build the capacity of CBOs and NGOs to provide better services to communities  |
|  | Collaborate with NGOs, private sector to establish and implement strategies to assist people with disability and Orphans and Vulnerable Children by June, 2022   |
|  | Ensure gender sensitive in decision making to all levels in Misungwi District by June, 2022  |
|  | Reduce Violation of child abuse in Misungwi by June, 2022  |
| To ensure the district is featured by peace and harmony, collective, and active civil society. | Build Capacity of Ward tribunal in ensuring the rule of laws by June, 2022   |
|  | Enhance registration and establishment of civil societies organization by June, 2022   |
|  | Enhance and build Capacity of village leaders and paralegal volunteers in order to ensure improved accessibility to legal assistance among orphans and vulnerable children, widows and community by June, 2022 |
|  | Modern and high quality houses and business premises constructed by June, 2022   |
| To facilitate sustainable and balanced gender relations within the district.                   | Promote Community participation in development activities by June, 2022  |
|  | Ensure balances in political and administration participation by   |

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|  |  | June, 2022   |
|  |  | Improve and facilitate gender equality in financial services by June, 2022       |
|  |  | Mainstream Gender budget initiatives in sectors budgets by June, 2022            |
|  |  | Implement and facilitate Gender balanced in ownership of resources by June, 2022 |

