

PREFACE

Magu District council five years Strategic Plan (2011/2012 - 2015/2016) is aimed at the fulfilment of the Council's vision and mission so as to attain quality social and economic services to the people which in turn will accelerate economic growth and attain sustainable development.

The strategic plan of 2011/2012– 2015/2016 emphasises on improving productivity through strengthening of extension services, infrastructure, strengthening of district savings and credit Cooperative Societies (SACCOS) and improvement of fishing industry for enhanced fisheries production as well as improvement in veterinary services. The said are expected to help to increase production and productivity as well.

Other priority areas during the period of the strategic plan include Financial Management and Accountability, Human Capital Development and Quality Social Services delivery.

Good Governance is the key component under consideration in order to bring about conducive environment for social economic development and enhancing peace and security.

In addition, Magu District Council has been putting concerted efforts into implementing cross cutting issues of environment, gender and HIV/AIDS through community sensitization, awareness creation and conducive environment creation for women and all disadvantaged groups. Apart from the support of LGCDG System,.

With respect to HIV/AIDS pandemic, there is continued effort of making the Community to be aware of prevention, community care, treatment and support as well as impact mitigation, considerable effort is being done through public Information, Education and Communication (IEC) in collaboration with TACAIDS, Civic societies organizations (CSOs) and other development partners.

The document combines a number of key issues ranging from situation analysis of the District, vision statement and mission .It also defines organisation

objectives, targets and develops strategies so as to attain the desired plan. In this document performance indicators have been highlighted including organization chart of the Council .Where necessary data has been given to explain the subject matter.

Finally the Council would like to thank all those who have made this task of preparing SP to be possible. Special appreciations go to the following; Councillors, Ward and village Executive Officers, Division Officers ,Political Party Leaders, Member of parliaments of Magu and Busega constituency, Religious Leaders ,Civil societies and others.

The Council extends the acknowledgement to all Council technical staff for their high quality contribution to make this document successful.

Last but not least we thank the management of Edenconsult Company Ltd. for their facilitation during the course of preparing this SP Document.

It is my sincere hope that the 2011/2012-2015/2016 Five years Strategic Plan will bring about considerable achievement in our District Socially, economically and politically.

(Photo of the Chairman)

Signature : _____ Date:- _____
DESTERY B. KISWAGA
CHAIRMAN
MAGU DISTRICT COUNCIL

EXECUTIVE SUMMARY

The Strategic Plan for 2011/2012 – 2015/016 of Magu District Council has been prepared by putting into consideration MKUKUTA II, Vision 2025, Millennium Development Goals (MDGs) and other policy documents.

The main focus during preparation of this Strategic Plan has been guided by the on going socio economic reforms aimed at achieving about macroeconomic stability, to be realized through achieving the set objectives. This document consists of five chapters. Chapter one giving the general overview of the approach used in preparing the strategic plan document, objective of the plan, local government reforms and District socio-economic profile.

Chapter two of the document tries to highlight the review of social and economic services delivery of different sectors as well as SWOT analysis while chapter three consist of the Vision, Mission and strategic objectives.

The District council vision statement states that Magu District Council aims at having a learned community with improved standard life, who are living harmoniously and peacefully by June, 2016”.

While its mission statement states that, Magu District Council is to use all available resources from all development partners on equitable and participatory manner, so as to provide high quality service to the entire people, reduce poverty and achieving high economic growth and sustainable development.

The formulation of the vision, mission and core values through stakeholders workshop held in the district was done participatory through the identification of objectives, target and strategies, so as to attain the end results.

Chapter four of the document gives out the targets and strategies which have been derived from the agreed Strategic Objectives. Also it indicates the key indicators, means of verification and responsible person for each target.

Monitoring, evaluation and recommendation are indicated in chapter five of this document.

Lastly but not least, I would like to express my sincere gratitude to all stakeholders participated in preparation of the Magu District Strategic Plan for 2011/2012-2015/2016.

(Photo of the DED)

Signature :- _____ Date :- _____
Mr. CORNEL E. NGUDU-NGI
DISTRICT EXECUTIVE DIRECTOR
MAGU DISTRICT COUNCIL

ABBREVIATIONS.

AIDS:	Acquired Immune Deficiency Syndrome
AO:	Accounting Officer
BDS:	Business Development Shop
BMU:	Beach Management Unit
DCDO:	District Community Development Officer
CHAC:	Council HIV/AIDS Coordinator
DIA:	District Internal Auditor
CO:	Cooperatives Officer
DACO:	District Agriculture & Cooperatives Officer
DCO:	District Cooperative Officer
DFsO:	District Fisheries Officer
DED:	District Executive Director
DFO:	District Forestry Officer
DEO:	District Education Officer
DHRO:	District Human Resource Officer
DLO:	District Legal Officer
DMHCO:	District Maternal Health Coordinator
DMO:	District Medical Officer
DLNREO:	District Land, Natural Resources and Environment Officer
DOTs:	Direct Observation treatments
DEcon:	District Economist
DSHCO:	District School Health Coordinator
DTLCO:	District Tuberculosis and Leprosy Coordinator
DVO:	District Veterinary Officer
DWE:	District Water Engineer
HIV:	Human Immune Virus
HMIS:	Health Management Information System
HOD:	Heads of Departments

DEMO:	District Environment Management Officer
WT:	Water Technician
DLFO:	District Livestock and Fisheries Officer
HRO:	Human Resource Officer
IMCI:	Integrated Management of childhood illness
IPT:	Intermittent Preventive treatment
ITNs:	Impregnated Treated Nets
MFI:	Micro Finance Institutions
MTUHA:	Mfumo wa Taarifa na Usimamizi wa Huduma za Afya
MVC:	Most Vulnerable Children's
PHAST:	Participatory Hygiene and Sanitation Transformation
PLO:	Planning Officer
PLWHA:	People Living with HIV AIDS
PMCTC:	Prevention of mother to child?
PMU:	Procurement Management Unit
PPO:	Public Procurement Officer
H/PMU:	Head of Procurement Management Unit
SMS:	Subject Matter Specialist
VEO:	Village Executive Officer
WEC:	Ward Education Coordinator
WEO:	Ward Executive Officer
DT:	District Treasurer
DTO:	District Trade Officer

CHAPTER ONE

1.0: Introduction:

1.1: Approach adopted in preparation of the plan:

The preparation of this Strategic Plan is in accordance to the requirements of Act No. 9 of 1982 which requires LGA's to prepare three years Strategic Plans to be used as guidelines during preparation of MTEF plans and budgets. In response to the Locally Identified priorities of service delivery and normal routine of annual reviews conducted by communities through opportunity and obstacles to Development (O & OD) in a participatory manner; the three years Strategic Plan was formulated.

1.2 The Purpose of the Strategic Plan:

The Strategic Plan developed as an Instrument of fulfilling the district council's vision, mission and objectives as well as interventions to be carried out. The purpose of this Strategic Plan is as follows:

- Ensures Co-ordination of the people's efforts, minds and local and national resources to attain development objectives set.
- Articulates roles and responsibilities of different sectors (public and private) in achieving the vision and mission.
- Focuses on community identified priorities by all stakeholders in the district council.
- Provides an opportunity to address fundamental questions and to take initiatives to improve performance.
- Enhances monitoring and evaluation of projects for performance improvement.

1.3 Background of Magu District Council

Magu District Council is among the 8 district Council within Mwanza Region, Other District councils include Mwanza, Misungwi Kwimba ,Sengerma ,and Ukerewe. The District shares its borders with Ilemela in the west ,Bunda District (

Mara region) in the North, Bariadi District (Shinyanga Regeon) In the east and Kwimba in the South. It lies between 2 10” and 2 50 “latitudes (South of Equator) and 33 34” Longitudes (East of Green which)

The main objective of the Council is to deliver services to its people. While the district council has been intended to achieve development vision 2025 aims to achieve the followings:

- ❖ Good quality life to its people.
- ❖ Good governance
- ❖ Educated people as well as with interest of learning.
- ❖ Competitive economy.

In order to attain the objectives and strategies of the national vision, Tanzania has formulated various development plans including those for the National strategy for growth and Reduction of Poverty in Tanzania and local Government reform etc.

1.4 Local Government Reforms

The Local Government Reform Programme was introduced in Magu on the 17th of January year 2000. The Council was among the First Phase of 38 reforming Council.

The LGRP’s main objective was Poverty Reduction through a self sustaining and modern growing economy based on the principles of Good Governance. The objective was to be realized through improved Service Delivery and People Empowerment to increase their income generating capacity and hence improved living standard. The Programme is thus in line with the Tanzania Development Vision 2025 which emphasizes having a country without poverty and an economy that is in the middle bracket globally, characterized by Good Governance, Sustainable and Self –Reliant Economy based on modern. The Programe’s role

was to address itself to Poverty Eradication and Improvement of Council's Service Delivery level to its residents.

To facilitate this role, the Zonal Reform Team was established as a tool for guiding and clarifying the Reform Process through meetings and workshops with Council's existing bodies, including the CMT, CRT, the Full Council and the Standing Committees. The CRT is charged with the supervision of Reform Process Implementation within the Council.

Local Government Reform Programme Phase One did not consider Regional Secretariat in the agenda. Thus this has necessitated coming up with the Local government Reform Programme Phase II which strive to create good link between the Regional Secretariat and the District councils and lower level of the Government (villages and vitongoji).

1.5 Basic information of the District Council

Magu District Council has an area of 4800sqkm of which 3075sqkm is dry land and 1725sqkm is covered with water mainly Lake Victoria water Grazing area is 1509 sqkm, Agricultural land is 1359 sq km, Residential area is 207sqkm and the rest is for settlement and natural resources

Administratively the District has six divisions (Itumbili, Ndagalu, Sanjo, Kivukoni, Busega and Kahangara) 31 Wards 122 Villages all registered and 762 Hamlets..

1.5.1 Population size growth and density

According to the National Population Census (2002) The Magu District council Population was 415005 of which (Male was 201,349 and Female 213,656. currently the Population is about 489,484 (236,968 Male and 252,516 Female) and the annual growth rate is 2.0% while the population Density is 1:159

1.5.2 Climate and Soil

The Minimum and maximum temperature range from 18 C to 20 C during the rain season and 26 C to 30 C during the dry season the annual rain is bi modal with

short rain in October to December and dry period Jan to Feb Heavy rain occurs in March to May . The annual rainfall ranges from 700mm to 1000mm

1.5.3 Population Mobility

The most obvious migration in the District is rural Urban migration which is most done by youth to town, livestock keepers and fishers. Community move from place to place in search of green pasture for their animals and good fishing ground, some times within the District and when conditions are critical they migrate to other Districts or regions.

More than 90% of the productive population is engaged in agriculture although it is not the most economically viable employment .this one of the reason why youth migrate to urban areas where they suffer under employment or un employment The fishing industry employs 3% of population where as medium, small petty trade employ 5% . The service sector employs 3% of the District Population

1.6 Rationale of the Review:

The original Strategic Plan for year 2001 – 2003 was formulated with the aim of incorporating all the seventeen steps of the Reform Process. By year 2003, it was obvious that it could not achieve this objective. Key steps were only half way through, eg. The 14th ,16th and 17th steps dealing with the Human Resource/Council staffs were not yet completed. The second review dealt with strategic plan 2003 to 2007 which involved completed step 14th , 16TH and 17TH of the council restructuring systems, at this juncture the council had already developed the organization structure and the government permitted the council to operate under this structure of seven departments and four units. This third strategic plan review, deals with 2007 to 2010 strategic plan. Under this review the council has revised the organization structure by accommodating government Opinion of harmonised Council structure of 12 Department and 4 units. Between

2007 to 2010 government strategies changed a bit by inaugurating several acts, policy, and general election manifesto of 2010-2015 , while these happen it shows that there is a need of organising a stakeholders meeting so as to incorporate their views and suggestions. The stake holders meeting was conducted on 19th December 2010 involving 100 participants from various sectors community groups, NGOs, CBOs, FBOs , special groups ,Government institutions ,service providers just to mentions the few. Others who attended were Councillors, two Members of Parliament from Magu and Busega constituents respectively and Heads of departments. Also the review of this strategic plan aiming at improving service Delivery and Poverty Reduction were still viable as it is stated in National Vision 2025.

Stakeholders comments on :-

- Reduce the number of livestock so as to have good livestock Husbandry
- A more stable economical base through tourism promotion, inventing on new cash crops and on land use plan
- Emphasising the community participation and accountability during implementation of planned projects

1.7 Methodologies

- To carry stakeholders meeting
- Council management team CMT to undergo scrutiny
- Professional advice and consultancy from Edenconsult Company under the supervision of Professor Elisante Ole Gabriel
- Inception draft of Strategic Plan by Individual Department and Sections
- The training on Strategic thinking was given before starting the preparation of this strategic plan

CHAPTER TWO:

SITUATION ANALYSIS

2.1 BRIEF REVIEW OF EACH DEPARTMENT AND SECTIONS

This section indicates a summary of each department or section of Magu Council. It is therefore considered that before the SAOC matrix, it is possible to have an overview of the department/section.

2.1.1 Planning, Statistics, M & E

The Planning, Statistics, M & E Department is composed of 4 staff who fall under the following Departmental structure:

1. The Head of Department who is called District Planning Officer (DPLO).
2. The project Officer.
3. Statisticians.
4. M & E Officer.

The Department is charged with the following main functions:

- Coordinating Planning and Budgeting process.
- Monitoring and Evaluation of Projects implementation.
- Coordinating Data collection, Analysis and Updating.
- Preparation of Project Write -ups.
- Resource Mobilization for Development purpose.
- Community sensitization on Development issues.
- Development Policy Analysis and Advocacy.

The Department faces the following challenges:

- Lack of Departmental transport facilities specifically for Monitoring Development projects.
- The Department has two rooms for office which is not spacious enough to accommodate the four officers and clients. There is no provision for Privacy in case a client needs that service.

A new Office is to be constructed during this financial year (2010/2011) to alleviate the situation.

- Plan Proposals from various Departments and Sections as well as from lower levels(Villages and Wards) are of low quality as per requirement. Capacity Building on the preparation of quality Plans and Budgets is essential before the on-set of Planning and Budgeting preparation.
- Monitoring and Evaluation function is not conducted effectively and efficiently, there is a need for improvement.
- Result Based Report Writing needs special attention.

2.1.2 Human Resource Management

There are 12 departments and four sections with a total number of 2900 working staff in the District out of a total number of 4000 working staff required.

The recruitment system in Magu district council is through direct employment from colleges through attachment from the central government and also through filling in of gaps in various fields of professional by acquisition of special permit from the secretary general of public service management and advertising the vacancies then recruit from the applicant available.

The staffs are trained yearly though the capacity building grant which is insufficient compared to the number of staff that requires to be trained. The workers are motivated through reward system during workers day ie Labour day.

Staff who performs extra ordinary are awarded with appreciation certificate or financial wise, that how we retain our worker. However, the department faces a big shortage of enough working rooms for its various staffs and shortage of working facilities such vehicles etc.

2.1.3 Internal Audit Section

The internal audit department operates in regard to local Government act no 9/1982 sub-section no 45(1) and Local government financial memorandum of 1997 section 12-16 together with internal audit manual of 2005 and Institute Internal auditors standards.

A part of that this section is performing its activities in collaboration with other 14 Departments and other 3 sections, the day to day financial transactions of all those departments and sections and physical implementations of different projects in the council generates various activities to be conducted by internal auditors unit.

2.1.4 HEALTH

The district council has two Hospitals one is Government hospital and Mkula faith based hospital; 6 H/Cs out of 25 required, 65 dispensaries out of 122 required. In health sector various services are provided such as: less than one children vaccination, reduction of Malnutrition, Sexual Reproductive Health, family planning, purchase and distribution of drugs, disposal of solid waste and liquid waste. The children immunization coverage is at 86 %by 2009, severe malnutrition had been dropped from 2.2% 2005 to 0.1% in 2009, while death for women during delivery have been dropped from 257/100,000 to 242/100,000 by 2014.. Regarding family planning 2% of women who have an age of child delivery have adopted family planning by 2009. The rate of collecting solid waste away is at 54%, while for disposing solid waste away is at 65%, while for disposing waste water is at 40%.

However health services for the community are still inadequate, there is only 1 MD,8AMOs and 72 Clinical officers , therefore 1 doctor serves approximately 205,254 population. Also one health centre serves approximately 82,710 people, but according to the policy of Health one health centre is supposed to serve

50,000 population. One dispensary serves approximately 12,061 people instead of 10,000 populations required. Therefore the demand driven requirement of quality health services provision in the district council is still on high demand.

2.1.5 WATER SECTOR:

57.1% of the residence of Magu district are getting safe and clean water from various sources of water including Pipe scheme, boreholes shallow wells, rain water harvesting tanks and traditional water source (improved and unimproved). Therefore, there is a big number of people in the district who are not accessing safe and clean water who most of them are getting water for domestic consumption more than 400m. 62% of the residences of Magu district are getting safe and clean water from various sources of water including 12 Piped water schemes, 110 Deep boreholes and 777 shallow wells with hand pumps, 54 rain water harvesting tanks, 27 Charco dams and 119 improved traditional water source. Therefore, there is a big number of people in the district who are not accessing safe and clean water who most of them are getting water for domestic consumption more than 400m

2.1.6 LANDS NATURAL RESOURCES AND ENVIRONMENT

A land is the main stay of more than 90% of the total population in Magu District. Most social economic activities are carried out on land. It constitutes soils land and buildings sometimes refer to the property. Its components include; town planning, survey and mapping, valuation, land management and housing. In this context land is subdivided into farms and plots for different uses; farming, residential, commercial, recreation, road networks and industrial. Development of these parcel of land contribute substantially in reducing poverty initiatives in the district. A surveyed parcel of land is titled and may attract investment opportunities and land security and therefore become the change agent in the household income of landholders.

There are 6000 surveyed plots in the district however two thirds out of the is demarcations referring to incomplete surveying. It is observed that through cost sharing system, surveyed plots have increased ten times from 200 in 1980s to 2000 in 2010.

Public Private Partnership concept is the beacon of the success. It is mainstreamed in three programs namely: The 5000 Plots Magu District, Property Formalization Project and Land Rent Collection Programme.

Magu district has an area of 4800 Sq. Km, out of which 85% is developable however less than 5% of the area is developed. Scattered homesteads practicing subsistence agriculture form linear development of human settlements along Mwanza Musoma Highway. This encourages rapid and uncontrolled development. Lamadi, Kisesa, Nyanguge, Lugeye and Nyamikoma are typical example of the development. Lands sector constitute a number of strengths, areas for improvement, opportunities and challenges as analyzed by SAOC

2.1.7 COMMUNITY DEVELOPMENT AND SOCIAL WELFARE DEPARTMENT.

The Community and Social Welfare department is one among 16 departments providing services within Magu District council. The department has a total of 23 staff out of 36. as per staff establishment.

This department operates through 8 Sectors which are:-

- i) Research Statistics and Planning
- ii) Building brigade
- iii) Women and Children
- iv) HIV and AIDS
- v) Civil Societies
- vi) Family services, Orphanage and Day care centres.
- vii) People with disability and Elderly people
- viii) Children in conflict with Law.

Community and Social Welfare department provides its services in collaboration with the following stakeholders:-

Civil societies are 55, Women IGAs 282. PLHIV 33 groups, MVC 5802, MVC in secondary schools 1210, PSWs 201, People with disability 8000, Elderly people 1805, MVCC 124, CJFs 178. 1 Civil Society Network, 27 Youth Network, 66 Youth IGAs.

However the realization of the department targets become difficult due to a number of factors such as:- few staff, budget constraints, lack of community knowledge on developmental issues, unstable marriages etc..

2.1.8 WORKS DEPARTMENT.

Works Department comprises of four qualified Engineers and Eleven Technicians who both carry out civil works, Building works and plant and vehicle maintenance and repair. The district has a total of 945.8 km of road, which 269 are under TANROAD (118km are tar mark and 151 are Gravel) and 676.8 km are District roads (569.1km are earth and 107.7km are gravel). About 70 % of the road is passable for the whole year and 30 percentages of the roads are not passable during the rain seasonal. Good roads lead to better transportation of crops produced to various markets as a result crops marketed to businessman at good price which raise the farmer's income all in all alleviating the farmers from poverty.

2.1.9 PROCUREMENT MANAGEMENT UNIT

Magu Procurement Management unit is composed of three staffs; Head of PMU and other two staff.

Our PMU staff was established officially by the 2nd July 2010. Formally PMU we had PMU Practicing as committee members from different Departments .But now we are practicing as Staff and reporting direct to the District Executive Director.

Roles of PMU staff in Magu District Council includes;

Preparation of tender Board (TB) meeting and implementation of Tender Board Resolutions,

Assistance to Tender Board acting as Secretariat of the TB and Advice on the Procurement procedures and regulation,

Prepare tender documents contracts and contract management.

Prepare and keep procurement records.

With official establishment of PMU in our council we are now gaining more power to make sure that procurement procedure and regulation adhered and we are getting more support from the user Departments and the Council as a whole.

We hope to get more Support from Procurement stakeholders for Better Performance.

2.1.10 PRIMARY EDUCATION

Magu district council has 198 primary schools ,189 Government schools and 9 private schools .The number pupils in Government schools is 120719 (boys 59224 and girl 61495). Where the number of pupils in private schools is 2088 (1120 boys and 968 girls).This make the total number of pupils to be 122807 (boys 60344 and 62463 girls)

There is 1540 total number of school classrooms in the district. This number of classrooms implies that the ratio of pupils per room is 78 compared to the ratio 45:1 nationally. A total of 2262 classrooms are still required to fulfil the actual requirements. Therefore, there is a shortage of 722 classrooms in the district.

There are 32076 desks which make a ratio of 1:4 instead of 1:2 .For the side of Teachers of Magu District Council has a total of 2277 out of these 1393 are males and 884 are females. There are 2244 teachers with grade IIIA, 23 have Diploma in education and 10 teachers with degree. The ratio for one teacher to pupils currently is 1:53 and book pupil's ratio is 1:5.

There are a total number of 500 teacher quarters in the district, this make the ratio to be 1:5. Therefore we have a shortage of 1777 houses

For adult education there are 245 (males 136 and females 109) enrolled 80 groups for integrated Programme for Education with 8,692 participants (males 4,813 and 3,879 females) and community who have already started for the

purpose of production as well as learning for example reading, counting, writing and other knowledge in relation to their activities carried out.

2.1.11 SECONDARY EDUCATION

Magu district council has 37 secondary schools, 33 of them are government schools and 4 private schools .The number pupils in Government schools is 20493 (boys 13520 and girl 6973). Where the number of pupils in private schools is 1529 (851 boys and 678 girls).This make the total number of pupils to be 22022 (boys 14371 and 7651 girls)

There is 381 total number of school classrooms in the district. This number of classrooms implies that the ratio of student per room is 56 compared to the ratio 45:1 nationally. A total of 549 classrooms are still required to fulfil the actual requirements. Therefore, there is a shortage of 167 classrooms in the district.

There are 15763 desks which make a ratio of 1:2 instead of 1:1 .For the side of Teachers of Magu District Council has a total of 347 secondary school teachers out of these 279 are males and 78 are females. The ratio for one teacher to pupils currently is 1:59 and book students' ratio is 1:9.

There are a total number of 80 teacher quarters in the district, this make the ratio to be 1:4. Therefore we have a shortage of 744 houses

2.1.12 LEGAL SECTION

The Legal Section is a special section within Magu District Council which is run by one legal practitioner out of 4 legal practitioner required to run the same. .

The section is tasked with the following important tasks to accomplish:-

- represent the council in all legal matters before the courts of law
- Handle all legal matters pertaining the day to day council activities.
- Offer legal assistance and training to the community mainly on human rights issues.

Legal section has got one room that operates as an office instead of at least 2 rooms that are required.

The section is faced with a serious shortage of essential facilities to enable it operate effectively and efficiently e.i vehicle, legal materials.

2.113 LIVESTOCK DEVELOPMENT AND FISHERIES.

Livestock Development sector; in Magu District being an economic Sector supports about 61,469 livestock keeping families (Total families 70,565). The District has 416,484 indigenous cattle, 92 dairy cattle, 146,908 indigenous goats, 42 dairy goats, 68,699 sheep, 163 donkeys, 500,000 indigenous poultry, 564 layers, 568 ducks, 2,000 pigs, 2,756 rabbits, 12,463 dogs and 2,561 cats. Most of the animals are kept semi-intensively. The sector contributes to about 45% of the District economy and provides about 35% of district employments.

The District area suitable for grazing is about 68, 130 Hectors (Total District area is about 480,000 hectors). The existing grazing ratio (grazing land/number of animals) is about 0.2; but the permissible ratio is 4.

The sector has 36, 11 and 4 extension groups for poultry, pigs and dairy goats respectively. 35 private extension service providers; most of which are livestock input suppliers. It has 70 livestock LGA employee specialists. 34 dips, 5 cattle crushes, 11 slaughter slabs, 7 livestock development centres, 27 water dams and 360 water troughs, 5 hides and skin stores, 3 livestock primary markets, 30 input supplying centres, 1 artificial insemination centre, 3 check points, 3 night camps, 14 motorbikes, 15 burdizo, 30 automatic syringes, 30 cool boxes, 1 milk inspection kit and 30 automatic syringes. It does not have any motor car, microscope, fridge and vet kit.

2.2 STAKEHOLDER ANALYSIS

Magu district council as other councils in the country is legally responsible to provide essential services to its people. The services are in two major groups, basic services and services which can be provided under agents/private sector. This Strategic Plan for Magu District council has been prepared based on the National development vision 2025, National Strategy for improving Economy and Poverty alleviation (MKUKUTA 2), Local Government Reform programme, and peoples priorities as identified by various stakeholder from the stakeholders workshop held in the district..

Stakeholders' analysis and expectations are summarised in Table 4.

Table 4: Stakeholders Analysis

(Note: For Priority Ranking; H = High, M =Medium and L = Low)

NAME OF THE STAKEHOLDER	EXPECTATIONS	IMPACT IF EXPECTATIONS ARE NOT MET	PRIORITY RANKING (H,M & L)
GENERAL PUBLIC	Improved living standards of the community as well as provision of timely and adequate socio economic services.	-Increased poverty. -Inadequate service delivery.	H
FARMERS AND BUSINESS COMMUNITY	-Increased agricultural and business products. -Improved transport and communication network.	-Poor agricultural production. -Poor business out turn.	H
CENTRAL GOVERNMENT (MOF, PMO-RALG,etc) AND RAS	Implementing poverty reduction strategy, macro economic stability, and accelerating economic growth.	-Inadequate service delivery.	L
CIVIL SERVANTS	Better working environment.	Poor performance in service delivery.	M
CBOs, FBOs, NGOs and DEVELOPMENT PARTNERS.	Collaboration with the District Council in service delivery to the community.	Poor performance in service delivery.	M
POLITICIANS (MPs, Councillors, etc)	Better social and economic services delivery to the community.	Inadequate voters' confidence.	L
MASS MEDIA	Sufficiency and reliable communication.	Communication breakdown	L
PARASTATAL ORGANISATION	Improved social services and communications	Inadequate communications and services	L

NAME OF THE STAKEHOLDER	EXPECTATIONS	IMPACT IF EXPECTATIONS ARE NOT MET	PRIORITY RANKING (H,M & L)
OTHER LGAs	Collaborating with LGAs to implement Country policies	Poor service delivery into community	H
COOPARATIVE SOCIETIES	Accelerating community economic growth	Increasing poverty among citizens	M
PARLIAMENT	Enforcement different country Laws and political stability	inadequate political will	H
TRADE UNION	Improved workers rights and working environments as well as morality to employees	Increasing strikes into organization	M
SPECIAL GROUPS	Improved special services as well as opportunity for them	Poor service delivered and lack of opportunity	H
FISHERMEN	Improved fishing tools/activities and security	Decrease of income	H
LIVESTOCK KEEPERS	Increase livestock products	Increase of poverty	H
LEARNING INSTITUTIONS	Learned community	Non educated community	M
SERVICE PROVIDERS	Improved social activities Citizen secured. Access of loan	Increase of poverty	L
INVESTORS	Clear investment policy and environment	Frustration on investment hence no value addition in the supply chain	H
STUDENTS	Conducive Learning Environment	Poor learning Process	M
LOCAL LEADERS	Cooperation on social matters	Poor implementation of strategies related to the community	

2.4 SAOC ANALYSIS.

STRENGTHS, AREAS FOR IMPROVEMENT, OPPORTUNITIES, AND CHALLENGES

Table 5: The District's various investment areas which are used as opportunities

2.4.1 Planning Department

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Qualified staff	Unfavourable Working environment	-Committed Community -Committed politicians	Transfer and retirement of staffs
Availability of working tools	Lack of departmental transport facilities	Councils Departments/sections to work with	Contradicting Central government directives
Commitment of the staff	Limited motivation		Political forces
Team work spirit			

2.4.2 Human Capital Development

DEPARTMENT	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTU- NITIES	CHALLENGES
1.HUMAN CAPITAL	<p>COMPETENT WORKERS</p> <p>ESTABLISHED LAW, RULES AND REGULATIONS TO GOVERN OUR STAFF</p> <p>REWARDING AND RETAINING STAFFS</p>	<p>SHORTAGE OF ENOUGH WORKING ROOMS FOR STAFF</p> <p>SHORTAGE OF WORKING FACILITIES</p> <p>SHORTAGE OF WORKERS</p>	<p>FUNDS FROM CENTRAL GOVERNMENT AND FROM OWN SOURCE</p> <p>COLLEGES THAT PRODUCES COMPETENT WORKERS</p>	<p>-LACK OF SUFFICIENT FUNDS TO RUN THE OFFICES.</p> <p>SHORTAGE OF STAFF ALLOCATION FROM THE MINISTRIES TO SERVE WITH THE COUNCIL.</p> <p>UNFAVOURABLE SESSONAL CONDITIONS TO RUN SOME PRODUCTION ACTIVITIES, ie AGRICULTURAL ACTIVITIES</p>

SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTU- NITIES	CHALLENGES
4. Health	<ul style="list-style-type: none"> • The district hospital has one administration Brock. • The district have CHF 	<ul style="list-style-type: none"> -The infrastructure of administration is not adequate for DMO. -Few investors in health sector 	<ul style="list-style-type: none"> -Adequate land on which health facilities can be established -Population that supports the establishment of health facilities 	<ul style="list-style-type: none"> -Outbreak diseases occurrences -Unreliable availability of medical equipment and drugs
5. Environment protection.	<ul style="list-style-type: none"> • Community's readiness to participate in environmental conservation • Introduction of individual wood lots • Protected wet lands, river mouth and bays for fish breeding • Educated stakeholders on sustainable fishing and its beneficiaries. 	<ul style="list-style-type: none"> -Lack of substitute energy for domestic use of charcoal. -Most of the people cannot afford the costs of electricity if they use electricity instead of charcoal. 	<ul style="list-style-type: none"> -Existence of Natural forests reserve. 	<ul style="list-style-type: none"> -Absence of interested investors to invest in these areas. -Natural disasters (ie. Floods)

STRENGTHS, AREAS FOR IMPROVEMENT, OPPORTUNITIES, AND CHALLENGES

Table 5: The District's various investment areas which are used as opportunities

SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
12. Water	<ul style="list-style-type: none"> - Availability of infrastructures for 1 office house, 12 piped water schemes, 887 Boreholes and shallow wells with hand pumps 54 RWHTs. - 3038 Trained pump attendants. - Established 1820 trained water user group. - Availability of Professional and experienced water technical staff (Engineers and Technicians) 	<ul style="list-style-type: none"> - To increase water coverage of clean and safe water to community from 62% (2010) to 75% by June 2014. - To improve water quality by construction of clarifier tanks and installation of chlorine dozer for each piped water scheme by June 2014. - To conduct awareness training to 124 villages leaders and WATSAN on Protection, Management, Operation and Maintenance of their water sources. - Lack of community participation on owning water facilities. 	<ul style="list-style-type: none"> - Availability of support from Donors (e.g. WSDP, UNICEF, Egypt, Tanzania compassion, TASAF and JICA funds) - There is reliable of water sources (piped water schemes, boreholes and shallow wells with hand pumps, char co dams and rain water harvesting tanks). - Availability of working tools (e.g. vehicle, motorcycles, computers, photocopy machine and furniture's) 	<ul style="list-style-type: none"> - Low water coverage to community compared to demand. - Poor water quality. - Lack of awareness to community on protection, management, operation and maintenance of their water sources. - Inadequate funds for implementation of reliable water infrastructures. - Unreliable power supply. - Climatic change. - Excessive population growth. - Lack of community participation on owning water facilities.

Table 1: STRENGTHS AREAS FOR IMPROVEMENT OPPORTUNITIES AND CHALLENGES

NA	SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
1.	Lands	<ul style="list-style-type: none"> Trained manpower available Land Council Budgeted Community Contribution in kind and monetary Policies and Land Acts 	<ul style="list-style-type: none"> Capacity building bath communities and employees Increased Council budget for Lands activities Community awareness 	<ul style="list-style-type: none"> Availability of Land for development Good Governance Favourable policies and legislation Availed policies and legislation Poverties Reduction 	<ul style="list-style-type: none"> Inadequate skilled manpower. Lack of modern equipment Ignorance of law to the community Unmotivated staff
	(i). Survey and mapping	<ul style="list-style-type: none"> Trained manpower availed Equipment (Total station) Availability planned Land (PT Drags) Willing of the community to share survey costs 	<ul style="list-style-type: none"> Qualified and skilled staff Awareness creation Budget Deficit Photo imagery 	<ul style="list-style-type: none"> Registered Land parcels (farms, plots etc) Reduced land conflicts Availed certificates of titles 	<ul style="list-style-type: none"> Lack of motivation absence of recent maps
	(ii). Town Planning	<ul style="list-style-type: none"> Availability of land for development Availed equipment Cost sharing on land development 	<ul style="list-style-type: none"> Base maps Modern equipments Motivation 	<ul style="list-style-type: none"> Policy and laws Attraction of Revolving funds 	<ul style="list-style-type: none"> Land conflicts Land compensation Resistance to planning of land
	(iii). Valuation	<ul style="list-style-type: none"> Willingness to property mortgaging Availability of surveyed land Presence of skilled and qualified staff 	<ul style="list-style-type: none"> Working equipment Motivation 	<ul style="list-style-type: none"> Improved skill Increased council income from land taxes 	<ul style="list-style-type: none"> Land conflicts High rates of compensation Inadequate knowledge

NA	SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
	(iv). Land development	<ul style="list-style-type: none"> • Presence of land policies and legislation • Collection of land taxes 	<ul style="list-style-type: none"> • Qualified and skilled staff 	<ul style="list-style-type: none"> • Preparation of legal titling (Certificate of titles) • Poverty reduction 	<ul style="list-style-type: none"> • Lack of qualified staff • Lack of government papers.
2	Environment	<ul style="list-style-type: none"> • Adequate Environmental components • Enacted by laws 	<ul style="list-style-type: none"> • Unwillingness of the community to participate environmental concentration 	<ul style="list-style-type: none"> • Aailed policies and legislation • Good Governance and democracy. • Availability of International, conventions, treaties and laws. 	<ul style="list-style-type: none"> • Inadequate skilled manpower. • Lack of Equipment • Ignorance of laws to community • Unmotivated staff • Global Climate changes • Natural disasters
3.	Natural Resources (i) Forestry	<ul style="list-style-type: none"> • Aailed forest reserves (Sayaka) • Trained Staff • Availabilities of Land 	<ul style="list-style-type: none"> • Capacity building both community and staff • Forestation education 	<ul style="list-style-type: none"> • Attended Agro forestry • Changed attitude • Increased income from forest products 	<ul style="list-style-type: none"> • Climate charges Unmotivated staff • Inadequate capital • Deforestation/decertification

1.2 Natural Resources

Forests

Forest is very comparative for timber and selling of forest products such as fuel wood, local medicine, charcoal, poles, etc. Also forest assists in preserving land and avoids soil erosion and accelerates land fertility for agriculture apart from being the habitat of many animal species. However, it is important for amelioration of climate and rainfall attraction. Without into consideration the forest sector rules and regulations the result leads to land degradation which, leads to desertification. Magu district has only one Forest reserve namely Sayaka with an area of 5,421 ha. Table No. 2 analyses the strengths areas for improvement, opportunities and challenges while Table No.3 shows other tree planted areas for woodlots owned by Magu District Council.

Table 3. Forest planted woodlots owned by Magu District Council

No.	Forest planted woodlots	Area Ha.
1.	Masanza woodlot	30
2.	Milambi woodlot	30
3.	Mwalinha woodlot	7
4.	Bujashi woodlot	75
5.	Nyangili woodlot	30
6.	Sawenge woodlot	40

The district stakeholders allocated natural woodland individually, villages and institutions known as “Ngitili” covering an area of 2,167.8 Ha. Nevertheless, tree planted by individuals, villagers and institutions cover a total area of 808.22 Ha. Generally, forest covers about 18% of the total district area which is 480,000 Ha.

1.2 Beekeeping sector

Beekeeping is practiced in small scale for consumption and excess for sale. It is done at the household level however there is a possibility to transform it commercially.

Table 4: STRENGTHS WEAKNESSES OPPORTUNITIES AND CHALLENGES ANALYSIS

N 0	SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
	(ii) Beekeeping	<ul style="list-style-type: none"> • Aailed woodlots and Sayaka Forest Registry • Reserve of Land, and water bodies • Willing of people in beekeeping 	<ul style="list-style-type: none"> • Strengthened awareness • Inadequate market for the beekeeping products. • Lacks of staff 	<ul style="list-style-type: none"> • Poverty Reduction • Aailed external market • Medicinal use 	<ul style="list-style-type: none"> • Inadequate skilled staff • Lack of capital investment • Unmotivated staff+
	(iii) Wildlife	<ul style="list-style-type: none"> • Presence of Kijereshi Game Reserve wildlife • Presence of Habitat (wetlands forests) • Medicinal benefits 	<ul style="list-style-type: none"> • Lack of staff • Tourism Industry • Eco-tourism 	<ul style="list-style-type: none"> • Tourist attraction • Foreign currency • High demand of trophies 	<ul style="list-style-type: none"> • Inadequate staff • Unwillingness to invest on wildlife • Natural disasters (Floods, dryness)
	(iv) Mining	<ul style="list-style-type: none"> • Availability of Minerals (gold investment and nicked) 	<ul style="list-style-type: none"> • Lack of staff • Inadequate capital investment 	<ul style="list-style-type: none"> • Foreign currency 	<ul style="list-style-type: none"> • Lack of capital investment • Lack of technology
3.	Tourism	<ul style="list-style-type: none"> • Aailed game reserves and water bodies (Lake Victoria) • Presence of Tourist hotels 	<ul style="list-style-type: none"> • Awareness raising • staff recruitment and motivation • Advertisement 	<ul style="list-style-type: none"> • Willingness of visit tourist centers 	<ul style="list-style-type: none"> • Lack of capital investment • Lack of advertisement

2.4 SAOC ANALYSIS

STRENGTHS, AREAS FOR IMPROVEMENT, OPPOTURNITIES, AND CHALLENGES

Table 5: The District's various investment areas which are used as opportunities

SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
Procurement	<ul style="list-style-type: none"> -We do advice on procurement Procedures. -User departments are aware of procurements procedures And are seeking advice from Pmu staff on procurements. -Tender documents are prepared according to PPRA Guidelines 	<ul style="list-style-type: none"> -No Pmu staff office. -No budget to run the office -No working tools 	<p>Pmu staffs have attended various workshops through the assistance of PPRA</p>	<ul style="list-style-type: none"> -Independent budget - Independent working tools

2.4 SAOC ANALYSIS

STRENGTHS, AREAS FOR IMPROVEMENT, OPPORTUNITIES, AND CHALLENGES

WORKS DEPARTMENT

Table 5: The District's various investment areas which are used as opportunities

SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
Works	<p>There are 945 km of improved roads network.</p> <ul style="list-style-type: none"> • 676.8 km district roads. • <p>-Plants and vehicles maintained.</p> <p>-Availability of public transport facilities</p> <p>-Council buildings has renovated and built.</p> <p>-Sufficient qualified Staff</p>	<p>-Insufficient working tools</p> <p>-Insufficient working offices</p> <p>-Very few number of Bridges and culverts</p> <p>-lack of workers premises</p> <p>-Insufficient departmental transport facilities</p>	<p>Funds from donors/central Government.</p> <p>- 118 km trunk road</p> <p>-151 km regional roads Victoria</p>	<p>-Insufficient fund to upgrade earth roads to gravel roads.</p> <p>-Natural calamities</p>

SAOC – ANALYSIS

TRADE AND FINANCE

KPA: MAGU DISTRICT COUNCIL TRADE & FINANCE

SECTOR	STRENGTH	AREAS OF IMPROVEMENT	OPPORTUNITIES	CHALLENGES
FINANCE AND TRADE	1 Enough qualified staff 2. Enough equipments	1, lack of education to councils Revenue agents by the year 2016. 2, Own source revenues has to be improved from the present 85% to 100% by the year 2016	1. Conducive business environment to potential traders. 2. Adequate security (piece and order).	1. Climate change ie short and heavy rainfall, 2. Funds that are allocated to the department from the central government are inadequate.

STRENGTHS, AREAS FOR IMPROVEMENT, OPPOTURNITIES, AND CHALLENGES

Table 5: The District's various investment areas which are used as opportunities

SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
1.Primary Education	<ul style="list-style-type: none"> 2277 Qualified Teachers 	<ul style="list-style-type: none"> Shortage of 406 teachers 	<ul style="list-style-type: none"> LGCDG TTCs Higher Education Institutions 	<ul style="list-style-type: none"> Limited fund
	<ul style="list-style-type: none"> Organisation structure 	<ul style="list-style-type: none"> Inadequate facilities e.g Vehicles 	<ul style="list-style-type: none"> Development partners Central Govt. Samaritan people 	<ul style="list-style-type: none"> Limited fund
	<ul style="list-style-type: none"> Good relationship between the department and the Community on pupils enrolment 	<ul style="list-style-type: none"> Shortage of 722 classrooms. Shortage of 18825 desks 	<ul style="list-style-type: none"> LGCDG Development partners 	<ul style="list-style-type: none"> Low community income Political ideology
	<ul style="list-style-type: none"> Teachers' training programme 	<ul style="list-style-type: none"> Inadequate of training facilities. 	<ul style="list-style-type: none"> Higher education institutions National Facilitators Inset Programme 	<ul style="list-style-type: none"> Limited fund

STRENGTHS, AREAS FOR IMPROVEMENT, OPPOTURNITIES, AND CHALLENGES

Table 5: The District's various investment areas which are used as opportunities

SECTOR	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
1.Secondary Education	<ul style="list-style-type: none"> 347 Qualified Teachers 	<ul style="list-style-type: none"> Shortage of 471 teachers 	<ul style="list-style-type: none"> LGCDG TTCs Higher Education Institutions 	<ul style="list-style-type: none"> Limited fund
	<ul style="list-style-type: none"> Organisation structure 	<ul style="list-style-type: none"> Inadequate facilities e.g Vehicles 	<ul style="list-style-type: none"> Development partners Central Govt. Samaritan people 	<ul style="list-style-type: none"> Limited fund
	<ul style="list-style-type: none"> Good relationship between the department and the Community on pupils enrolment 	<ul style="list-style-type: none"> Shortage of 167 classrooms. Shortage of 5906 desks 	<ul style="list-style-type: none"> LGCDG Development partners 	<ul style="list-style-type: none"> Low community income Political ideology
	<ul style="list-style-type: none"> Teachers' training programme 	<ul style="list-style-type: none"> Inadequate of training facilities. 	<ul style="list-style-type: none"> Higher education institutions National Facilitators Inset Programme 	<ul style="list-style-type: none"> Limited fund

STRENGTHS, AREAS FOR IMPROVEMENT, OPPOTURNITIES, AND CHALLENGES

THE LEGAL SECTION's SAOC ANALYSIS TABLE

SECTION	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
LEGAL	LEGAL EXPERT OFFICER AVAILABLE	POOR BUDGETING	RECRUITMENT OF LEGAL PRACTITIONER	INADEQUATE/FEW LEGAL PRACTITIONER
	PROPER HANDLING AND MANAGEMENT OF CASES	SHORTAGE OF LEGAL MATERIALS	FUNDS FROM CENTRAL GOVERNMENT	UNRELIABLE LEGAL MATERIALS TO EDUCATE THE MASS ON HUMAN RIGHTS ISSUES INCLUDING A RELIABLE MEANS OF TRANSPORT
	REDUCING NO. OF ILLEGAL INCIDANCES	THE LEGAL PRACTITIONER IS NOT SUFFICIENTLY UTILISED		INSUFFICIENT-RECOGNITION OF THE IMPORTANCE OF LEGAL SECTION
		LACK OF LEGAL KNOWLEDGE ON THE MASS	LEGAL AID INSTITUTIONS	LACK OF FUND TO EXECUTE THIS ESSENTIAL KNOWLEDGE TO THE MASS

CHAPTER THREE

VISION, MISSION, OBJECTIVES AND CORE VALUES

3.1. Vision

“The Magu district council aims at improved social welfare of all people of Magu by 2025”

3.2 Mission

Magu District Council strives to improve life status of its people by providing community demand driven services through community involvement, participation in planning implementation of their development plan with cost effective utilization of available resources , the guiding principles being equity and good governance.

The core values identified are as follows:-

- Equity in resource allocation
- Full community participation
- High quality services provision
- Good governance

3.3 Key Results Areas (KRAs)

Regarding vision and mission of the district council, people are expecting to see the results of public services reform in the following sixteen areas:

1. Human Capital Development.
2. Planning, statistics and Evaluation
3. Trade & Finance
4. Community Development & Social well fare
5. Land & Natural Resource
6. Works
7. Water
8. Health
9. Education Primary
10. Education Secondary
11. Agriculture & Co-operative
12. Livestock & Fisheries
13. Legal Affairs
14. Internal Audit Operations
15. Procurement Management Unit

16. Election Affairs

3.3.1 Economy Enhancement on Sustainable basis

The pillars of Magu district council economy is agriculture which contributes to an average of 80% of the district income. According to the population census of 2002, an average income for Magu residence per year is Tshs. 108,000/=, which is the result of low efficiency of agriculture sector, an average production in Agriculture sector and Livestock is at 60% only. The following factors are contributing to low production of agriculture sector:

- Inadequate extension services, 50% of the farmers and livestock keepers do access extension services.
- Unstable market for agriculture and livestock products.
- Inadequate agricultural inputs
- Poor agricultural technologies and irrigation infrastructures for farms.
- Lack of capital to farmers and businessmen due to inadequate financial institutions at the community level and difficult loan conditional ties.
- Limited number of cash crops i.e. Cotton and rice/paddy only.

However, 36% of the District is covered by water whereby fishing activities are mostly done and contributes much to the district economy. Other sectors vital to the district economy are fisheries and trade.

For the five years to come, the district council will put more efforts in expansion of extension services, to increase their community capital through important co-operative sector, to improve irrigation activities and improving agricultural products. Also aims to improve the business environment as well as fully involvement of private sector.

3.3.2 Good social and economic services:

The situation of service delivery is still not satisfactory to the great majority of people. In Education sector, enrolment of children is at 100%. The ration of pupils per class is 1:78 contrary to the national standard of 1:45, the ratio of one desk to pupils is 1:4 instead of 1:2 of the national standard. The ratio of teacher to pupils currently is 1:53; the ratio for book to one pupil is 1:5 instead of 1:1 national standard.

Health services also are not satisfactory. One doctor serves an average of 205,254 people. Also one health centre serves 82,710 patients. According to the

National Health Policy, the ratio of one doctor is 30,000 patients per year. A health centre serves 50,000 patients; a dispensary serves an average of 12,061 people instead of 10,000. therefore the demand driven requirement o quality health services provision in the district council is still on high demand.

The residents of the district council who get water service within 400-800 meters are 62 % of total population.

On improving of social and economic services, Strategic Plan of three years time aims to increase services from sectors namely Education, Health, and Water and Transport infrastructures.

3.3.3 Community Participation in Identification of the District Development Priorities:

Community Participation in planning, supervision and its implementation is one of the criteria in sustainable planning and participation. The district council has been facilitating the community and their leaders in the whole process of identification of development priorities through provision of training on participatory planning.

The objective of the district council is to develop and improve such training to village and ward level leaders, in order to strengthen the level of community participation in identifying their development priorities sustainable.

3.3.4 Use of Resources:

Magu district council is endowed in various resources such as a very fertile land, Lake, forest, livestock and labour as human capital. The district council aim is to improve and enhance community to own and utilize available resources wisely for their sustainable development.

3.3.5 Implementation of good Governance:

The district council have been implementing pillars of good governance by strengthening and fully involving the people in decision making through various meetings. The objective of the district council is to increase democracy, participation, good governance and the rule of law, transparency and accountability with emphasis of conducting meeting for Councillors, village governments and sub villages, Wards Development Committee etc. on rules and laws bases.

3.3.6 Enhancing Peace and Security

Magu District Council has been advocating for peace and security to ensure the community live in harmony and participate fully in all social, economic, political and cultural endeavours.

3.3.7 Environmental and Sanitation Improved

Environmental management and sanitation practices are emphasized to the Magu community. As required by the law, implementation of environmental legislation is taking place in development activities being undertaken in the district to ensure the impacts are minimized. The Magu community is emphasized to practice sanitation procedures to safeguard them from health risks

3.3.8 Financial Management and Accountability

The District Council ensures there's good management of financial resources in accordance to Government guidelines and regulations. For two consecutive years, the Council has been awarded clean certificates from the CAG's office.

3.3.9 Human Capital Development

The District has been investing much on developing the employees academically so that they become competent in the area of their relevant professionalism.

New staff has been recruited to fill the vacant positions. Incentives including houses and allowances are provided to make the district council a conducive environment for working to the newly recruited employees

3.3.10 Total Quality Management on Service Quality

To ensure there is efficiency in service delivery to the community, Magu District Management and working staff are committed in the spirit of team work.

3.4 Corporate Objectives

During the period of this strategic plan, The Council strives to attain the following Corporate Objectives (derived from the names of the KRAs):-

- A. Human Capital Development improved
- B. Planning matters Enhanced.

- C. Secondary education improved.
- D. Water and irrigation services improved.
- E. .Road Service improved
- F. Agriculture and cooperatives services improved.
- G. Livestock and fisheries services improved.
- H. Land and environment services improved.
- I. Human resources services improved.
- J. Community development, social welfare and youth services improved.
- K. Planning, statistics, monitoring and evaluation services improved.
- L. Health services improved.
- M. Provision of legal services improved.
- N. Internal audit services improved.
- O. Procurement management unit services improved.

CHAPTER FOUR

TARGETS AND STRATEGIES

The targets to be used in this Strategic Plan are derived from the agreed Strategic Objectives in Chapter Three. There are 16 corporate Objectives agreed for this period of a strategic Plan (Targets were developed from the department level as well as KPIs in order to complete the Matrix. The matrices of each department shall be given below.

Table 6

Planning, Statistics, Monitoring and Evaluation

Corporate Objective: **Planning Statistics Monitoring and Evaluation Processes Improved**

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
	Enhance Good governance and administrative services	Data collection and budget process improved in all villages by June 2016.	<ul style="list-style-type: none"> - Collecting data from all villages -Facilitating planning process from lower level -Conducting participatory M&E - Preparation of M&E schedule -Presenting and discussing M&E reports in council standing committees 	<ul style="list-style-type: none"> -Data collected entered in LGMD and used for planning -Number of M&E meeting conducted -Number of M&E reports presented in Standing Committees 	-Council standing committees minutes	-DECON
		-16 Departments & sections, 122 Villages and 31 Wards Plans and budgets Improved by June 2016	<ul style="list-style-type: none"> -Conducting refresher training on planning and budgeting -Conducting participatory planning and budgeting 	<ul style="list-style-type: none"> -Percentage of council departments, sections and Community level Plans and budgets adhering to planning and budgeting guidelines, Sectoral policies and national directives - Number of community and 	- Comparing Plans and budgets with stipulated guidelines, policies, National directives and community	-DECON - HODs -WEOs & VEOs

				sectoral priorities incorporated in plans and budgets	priorities	
		Follow up of implementation of activities and monitoring and evaluation of projects in all 131 villages improved by June 2016	-Conducting follow up and monitoring. -Training of staff	-Number of reports prepared -Number of projects visited -Number of trip per year to visit projects	-Report writing and presenting to relevant committees	-DECON -HoDs -WEOs -VEOs

(Other Dpts & Units to be given below)

Table 7: Health Department Targets and Strategies

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
	Improve access, quality and equitable Social Services delivery	Malaria prevalence reduced from 47% to 36% by June 2016	1. Promote prompt and accurate malaria diagnosis and case management 2.promote intermittent preventive treatment for malaria in pregnancy (IPT) 3. Enhance use of impregnated treated net (ITNs) 4.community malaria, IMCI 5.Integrated environmental malaria control Residual spraying	Prevalence rate	-Health facility reports -Report from DMO	DMO
		Number of Maternal death reduced from 257/100,000 to	1. Early antenatal booking for pregnant woman of less than twenty weeks.	Number of maternal death	Health facilities report MTUHA	DMO

		242/100,000 by June 2016	<ul style="list-style-type: none"> 2. Routine syphilis screening for antenatal woman 3. Reduce prevalence of anaemia among pregnant women. 4. Established prevention of mother to child transmission of HIV/AIDS (PMCTC) services 5. Capacity building to health service providers 6. Availability of equipments, drugs and supplies to manage obstetric complications 7. Enhance family planning 			
		Under five mortality reduced from 350 to 300 by June 2016	<ul style="list-style-type: none"> 1. Strengthen integrated management of child illness (IMCI) 2. capacity building to health service providers 3. Infant and young children feeding and nutrition 4. Integrated early childhood psychomotor development. 	Under five mortality rate	Health facilities report MTUHA	DMO
		Neonatal mortality rate reduced from 6/1000 to 2/000 by June 2016	1. Conducting training to health workers	Number of deaths	Health facilities report	DMO
		Immunization coverage raised from 90% to 93 % by June 2016	<ul style="list-style-type: none"> 1. Advocacy targeting community 2. Provision of equipments and supplies. 3. Quality sharps and solid waste management 4. Capacity building to health workers 	Immunization coverage	-HMIS -Health facilities report	DMO

			5. monitoring and evaluation 6. Outreach and mobile services			
		Severe malnutrition rate among under five year children reduced from 1.1% to 0.5%	-Training on proper feeding - Awareness to the people -Improve attendance to clinics	-Number of trainings -attendance %	Training reports	DMO
		Management and treatment of anaemia in council hospital improved by June 2016	To facilitate Hospital with equipments and drugs To facilitate outreach services	Availability of equipments Number outreach services	DMOs reports	DMO
		Water and environmental sanitation improved from 86% to 91% by June 2016	1.Participatory Hygiene and sanitation transformation (PHAST) 2. School health based services 3. Solid and liquid waste management 4. Inspection of food and business premises School health programs	-Number of PHAST teams trained -Number of refuse bay constructed -Number of food business premises inspected.	-Inspection Reports -Training reports -Visiting reports	DSHCO
		Solid and liquid wastes management improved from 25% to 40% by June 2016	-To facilitate cleanliness in all area of township -To ensure that all dump are properly managed -To establish waste collection centres	Number of collection centres established	Follow up Reports	DHCO
		Detection and treatment of mental health cases raised from 900 to 1210 by June 2016	1. Improved treatment of physical diseases and injury 2.Advocacy regarding health risk behaviours (tobacco alcohol and drug users)	-Number of mental patients detected ad treated	Health facilities reports	DMHCO
		Detection and treatment rate for TB and Leprosy	1.Improve TB/Leprosy care management	-Number of TB and leprosy patients detected	SDDH Reports	DTLCO

		case raised from 700 to 800 by June 2016	2. Defaulter tracing 3. Direct observation treatment (DOTs). 4. Integration of HIV and TB	and treated		
		Number of Health facilities providing TB, TB/HIV collaborative services increased from 49 to 59 by June 2016	-To promote other health facilities _To establish/construct new health facilities -Make proper follow up to all health facilities	-Number of follow up reports -Number of new promoted HFs	Reports	DMO
		Quality of health infrastructure improved from 72% to 80 % by 2016	1.Minor rehabilitation 2.Community sensitization and participation	-Number of health infrastructures Constructed and rehabilitated	-Visit -Implementation reports	DMO
		Knowledge and skills on data management improved from 85% to 90% by June 2016.	1.Capacity building to staff 2.ensuring availability of data management system	-Number of staff trained on data base management -Presence of HMIS	-Reports	DMO
		Care and access to eye health services in the district raised from 80% to 84%	-Awareness creation -Outreach services -prompt diagnosis and treatment	-Number of New blindness cases detected and treated	SDDH REPORT -HMIS	DMO
		Schistosomiasis prevalence rate reduced from 10% to 4% by June 2016	Awareness creation -Outreach services -prompt diagnosis and treatment	-Infection rate reduced -Number of patient treated	Reports	DMO

	<p>Improve services and reduce HIV/AIDS infection.</p>	<p>HIV prevalence rate reduced from 8.2% to 6% by June 2016</p>	<p>-Advocacy -fighting stigma and discrimination -.workplace intervention -Safety blood, blood products and universal precautions in health care (medical waste) Management -HIV/AIDS and STI Orientation to primary and secondary schools -Advocacy on circumcision to prevent HIV prevalence.</p>	<p>-Infection rate</p>	<p>HIV testing reports.</p>	<p>DMO</p>
		<p>Care and treatment to PLWHAs increased from 1,203 to 2500 by June 2016</p> <p>Collaboration among institutions providing HIV Services increased</p>	<p>1.Treatment for common opportunistic infections including ARV 2.Strengthening Home based care unit 3. to conduct Coordination meeting</p>	<p>Number of patients treated and given ARVs -Number of PLWHAs visited -Number of meetings</p>	<p>-Health facilities report on PLWHAs. -Report from DMO -meeting reports</p>	<p>DMO</p>
	<p>Improve access, quality and equitable Social Services delivery</p>	<p>Health promotion and control of diseases enhanced to all service delivery levels in the district by June 2016</p>	<p>1. To distribute leaflets and other reading materials</p>	<p>Number of leaflets distributed</p>	<p>Distribution reports</p>	<p>DOM</p>

		Knowledge on Health regulation and practices equipped to traditional healers and TBAs by June 2016	1 .Conducting training	Number trainings conducted	Training reports	DMO
		Quality of CCHP reports raised from 76% to 95% by June 2016	To follow guidelines of preparation of the reports	Number of accepted reports	Completeness of the reports	DMO
		Functioning of CHSB and HFGC raised from 0% to 100% by June 2016	To facilitate meetings of the Health Board on Quarterly basis	Number of meetings held per year	Board meeting reports	DMO
		Supervision are carried over in health facilities by June 2016	To conduct supportive supervision in all HFs	Number of supervision reports	Reports	DMO
		Timely submission and completeness of HMIS data raised from 65% to 100 by June 2016	1 .To facilitate collection of data for HMIS 2. To update data	Completeness of data	HMIS reports	DMO
		Reliability of health transport services in the district enhanced by June 2016	1 .To facilitate maintenance of vehicle 2 .To keep records of all vehicles in HFs	Checked logbooks	Drivers reports	DMO
		Availability of office equipment and supplies improved by June	1 .To facilitate office with necessary and working tools	Availability of office working tools	Performance of the work	DMO

		2016				
		Proportions of health facilities with constant supply of drugs, medical supplies and laboratory reagents increased	To ensure availability of drugs, reagents and medical supplies	Availability of drugs and equipments	Improvement in performance	DMO
	Improve Emergency and Disaster management	Emergency preparedness and response among health care providers increased	-To create awareness to people -To facilitate all health facilities with enough equipment and drugs	Number of awareness meeting	DMO reports	DMO
		90% of disease epidemics/disaster preparedness overcome by June 2016	To create awareness to people -To facilitate all health facilities with enough equipment and drugs	Number of awareness meeting	DMO reports	DMO
		Improved standard of H/F buildings and working equipment from 54% to 75% by June 2016				

Table 9:Water Department Targets and Strategies

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
	Improve access, quality and equitable social services delivery	-Population with access to clean and safe water increased from 62% to 85% by June 2016.	1.Design/construction of new three(3) piped water schemes,75 deep boreholes and 50 RWHTs 2. Rehabilitation of 5 piped water schemes, 25wells, 15 RWHTs and 10 Charco dams. 3. Replacement of 60 water Hand Pumps.	-% of population with access to clean and safe water	-Water statistical report -Site visit of water sources	DWE DED
		- Water quality to consumers/ users improved from 60% (2010) to 90% by June 2016.	-Design and construction of 3 water treatment plants by constructing clarifier tanks and installation of chlorine dozer for 3 piped water schemes. -Treatment of 250 water wells.	% of population with access to clean and safe water	-Water statistical report -Site visit of water sources	DWE DED
		All wards and villages experiencing water borne diseases reduced to non existing level by June 2016	-Sensitization/consolidation meetings of water user groups in 124 villages to formulate water committees/associations based on gender equality.	-Number of community meetings sensitized and formulated WCs/Assoc	Sensitization/consolidation meetings report -Participants registration form	DWE DED
			-To conduct training to 7DWST and 10 Staffs on implementation of WSDP.	-Number of DWST and staffs trained.	-Training report -Participants registration form	DWE DED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
			-To recruit 3 competent water Technicians.	-Number of Technician recruited.	Recruitment report	DWE DED
			-Training of 2 water Technicians for further studies(for degree holder)	Number of Technicians trained	-Training report -Academic certificate	DWE DED
			-To conduct training to 3,180 communities (village leaders) and 1,488 WATSAN on protection, management, operation, maintenance and owning water facilities.	-Number of communities and WATSAN trained	-Training report. -Participants registration form.	DWE DED
		-Procurement of required quantity, quality and delivered/completed at required timely and procuring at right price by June 2016.	-Procurement of complete set of Land survey Equipments. -Procurement and supply of materials for construction and rehabilitation of water facilities.	-Number of equipment procured.	-Delivery note. -Ledger Folio -Physical observation	DWE DED

Table 6: KRA: Community Development and Social Welfare.

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer	
1	Improve services and reduce HIV/AIDS infection	Advocacy and political commitment strengthened to 178 leaders by June 2016.	• Awareness creation to the community leaders	• Number of community and political leaders strengthened	• Training reports	• CHAC • CDOs • DAC	
			• Training of drama groups	• Number of drama groups trained	• Training reports	• CHAC • CDOs • DAC	
		Coordination and Management of HIV/AIDS interventions strengthened in all villages of Magu District Council	• Facilitate function of CHAC	• Number reports produced	• Reports	• Folow up trips	• CHAC • CDOs • DAC
			• To facilitate follow up and monitoring	• Number of quarterly reports			
		Stigma, denial and discrimination reduced in 122 villages and 14 Mitaas by June 2016.	• Community and faith leaders sensitization	• Number of community and faith leaders trained	• Training reports	• CHAC • CDOs • DAC	
		District and community HIV and AIDS response strengthened in 122 villages and 14 Mitaas, by June 2016.	• Training of stakeholders on HIV and AIDS	• Number of stakeholders trained	• Training reports	• CHAC • CDOs • DAC	
			• Advocacy for improved provision of social services	• Number of stakeholders trained	• Training reports	• CHAC • CDOs • DAC	
		School based gender sensitive sexual reproductive health and HIV and AIDS education strengthened in primary schools and secondary	• HIV/AIDS and STI orientation to primary and Secondary schools	• Number of primary and secondary schools oriented	• Orientation reports	• CHAC • CDOs • DAC	
• Orientation to primary committees on sexually and reproductive health	• Number of primary and secondary schools oriented		• Orientation reports	• CHAC • CDOs • DAC			

		schools by June 2016.			
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S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
			<ul style="list-style-type: none"> To train Primary school peer educators on life skills and HIV and AIDS education in Primary schools 	<ul style="list-style-type: none"> Number of peer educators and primary schools trained 	<ul style="list-style-type: none"> Training reports 	<ul style="list-style-type: none"> CHAC CDOs DAC
			<ul style="list-style-type: none"> To train Secondary school peer educators on life skills and HIV and AIDS education in Secondary schools 	<ul style="list-style-type: none"> Number of peer educators and Secondary schools trained 	<ul style="list-style-type: none"> Training reports 	<ul style="list-style-type: none"> CHAC CDOs DAC
		Risk of HIV and AIDS infection among the most vulnerable groups reduced in 122 villages and 14 Mitaas by 2016.	<ul style="list-style-type: none"> Training of Barmaids, drug users, and guest house providers on HIV/AIDS and behavior change 	<ul style="list-style-type: none"> Number of barmaid, drug users and guest house providers trained. 	<ul style="list-style-type: none"> Training reports 	<ul style="list-style-type: none"> CHAC CDOs DAC
			<ul style="list-style-type: none"> Identifying and establishing of condom distribution outlets among MARPs and vulnerable groups in hot-spot areas, urban slums, rural areas, hotels and guest houses, bars etc 	<ul style="list-style-type: none"> Number of condom distribution outlets identified. 	<ul style="list-style-type: none"> Identifying reports 	<ul style="list-style-type: none"> CHAC CDOs DAC
			<ul style="list-style-type: none"> Identifying and train MARPs peer group educators on safer sexual in Magu District 	<ul style="list-style-type: none"> Number of MARPs peer group educators trained and identified. 	<ul style="list-style-type: none"> Training and Identification reports 	<ul style="list-style-type: none"> CHAC CDOs DAC

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
		Work place HIV and AIDS programme developed in council by June 2016.	<ul style="list-style-type: none"> • Training of council employees on HIV and AIDS prevention and behaviour change 	<ul style="list-style-type: none"> • Number of seminars, workshop conducted • Number of employees trained 	<ul style="list-style-type: none"> • Training and workshop reports 	<ul style="list-style-type: none"> • CHAC • CDOs • DAC
		Continuum of care, treatment and support to 78 groups of PLHIV by June 2016.	<ul style="list-style-type: none"> • Community awareness creation on PLHIV groups formation 	<ul style="list-style-type: none"> • Number of PLHIV groups formed 	<ul style="list-style-type: none"> • Facilitation report 	<ul style="list-style-type: none"> • CHAC • CDOs • DAC
			<ul style="list-style-type: none"> • Training of PLHIV groups on entrepreneurship skills 	<ul style="list-style-type: none"> • Number of Groups of PLHIV trained on entrepreneurship skills 	<ul style="list-style-type: none"> • Training reports of PLHIV groups 	<ul style="list-style-type: none"> • CHAC • CDOs • DAC
			<ul style="list-style-type: none"> • Provision of capital to groups of PLHIV for entrepreneurship activities 	<ul style="list-style-type: none"> • Number of groups of PLHIV facilitated with capital 	<ul style="list-style-type: none"> • Amount of funds released to PLHIV groups. 	<ul style="list-style-type: none"> • CHAC • CDOs • DAC
2	Improve services and reduce HIV/AIDS infection	Community participation in development activities in 122 villages and 14 Mitaas enhanced by June 2016.	<ul style="list-style-type: none"> • Awareness creation to community on development activities. 	<ul style="list-style-type: none"> • Number of community development activities implemented in the villages. 	<ul style="list-style-type: none"> • Reports from VEOs 	<ul style="list-style-type: none"> • DCDO • CDOs
			<ul style="list-style-type: none"> • Community involvement in all of development activities 	<ul style="list-style-type: none"> • Number of people participated in implementation of development activities in the village 	<ul style="list-style-type: none"> • Reports from VEOs 	<ul style="list-style-type: none"> • DCDO • CDOs
			<ul style="list-style-type: none"> • Community resource mobilization 	<ul style="list-style-type: none"> • Number of people mobilized in the village 	<ul style="list-style-type: none"> • Reports from VEOs 	<ul style="list-style-type: none"> • DCDO • CDOs
			<ul style="list-style-type: none"> • Advocacy to the community leaders and influential people 	<ul style="list-style-type: none"> • Number of leaders and influenced people advocated in the village 	<ul style="list-style-type: none"> • Reports from VEOs 	<ul style="list-style-type: none"> • DCDO • CDOs

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
3	Management of natural resources and environment improved	Household using energy saving (or alternative) technologies increased by 80,000 by 2016	• Awareness creation to community.	• Number of people educated in the village	• Training reports	• DCDO • CDOs
			• Community resource mobilization	• Local resources provided by the community	• Community mobilization report	• DCDO • CDOs
4	Social welfare, gender and community empowerment improved	Income generating activities for 136 women economic groups formed by June 2016.	• Awareness creation to community on women groups formation	• Number of women economic groups formed	• Quarterly and annual reports • Field visit	• DCDO • CDOs
			• Provision of loans to women economic groups	• Number of women economic groups supported with loans	• Quarterly and annual reports • Field visit	• DCDO • CDOs
			• Training of women economic groups	• Number women groups trained	• Quarterly and annual reports • Field visit	• DCDO • CDOs
		Protection and response capacity to MVC and abandoned parents improved from 2% to 30% by June 2016	• Update of MVC data base	• Number of MVC updated	• MVC register	• DSWO
			• Provision of basic services to MVC	• Number of MVC supported	• Service providers report	• DSWO • PSW
			• update of elderly people	• Number of elderly people updated	• List of elderly people	• DSWO • DMO
			• Update of disabled people	• Number of disabled people updated	• List of disabled people	• DSWO • MO 1/C
			• Identification of widow and widowers	• Number of widow/widowers identified	• List of widow/widowers identified	• DSWO • DCDO

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
	Increase quantity and quality of social services and infrastructures	Knowledge imparted to 122 villages and 14 mitaa on effects of immoral traditional beliefs and taboos by June 2016	<ul style="list-style-type: none"> • Identification of immoral traditional beliefs and taboos 	Number of immoral traditional and taboos identified	Identification reports	DCYO
		Improved historical sites of Kageye and Bujora by June 2016	<ul style="list-style-type: none"> • Rehabilitation of historical sites 	Number of buildings rehabilitated	Rehabilitation reports	DE DCYO
		Cultural groups registered by June 2016	<ul style="list-style-type: none"> • Identification of cultural groups 	Number of cultural groups identified	List of cultural groups identified	DCYO
		Sports and games improved at all council levels by June 2016	<ul style="list-style-type: none"> • Sensitization and formation of sport and games clubs 	Number of clubs formed	List of clubs formed	DCYO
			<ul style="list-style-type: none"> • Registration of sport and games clubs 	Number of sport and games clubs registered	List of registered sports and games	DCYO

2.0 Corporate Objective:

Table 3: Land Management, Natural Resources and Environment improved and sustained

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible Officer
1	Increase quantity and quality of Social Services and Infrastructure	1. Planned Human settlements in urban and rural areas increased to 65% by June 2016	<p>(i) Surveying of plots and mapping in urban centers</p> <p>(ii) Preparation of Town Planning drawings in urban centers</p> <p>(iii) Community mobilization to contribute for planning and survey costs</p> <p>(iv) Surveying of farms</p> <p>(v) Land use planning in rural and urban areas</p> <p>(vi) Outsourcing to contractors in survey works</p> <p>(vii) Mobilization of funds for land and buildings</p>	<p>- Number of plots surveyed</p> <p>- Number of drawing prepared</p> <p>- Number of awareness meetings conducted</p> <p>- Number of farms surveyed</p> <p>- Number of approved land use plans</p> <p>- Number of contractors involved</p> <p>- Number of land owners compensated</p>	<p>- Approved Reports and minutes of meetings submitted</p> <p>- Field visits reports submitted</p> <p>- Attendance register</p> <p>- Approved land use plans</p> <p>- Approved Town Planning Drawing</p> <p>- Registered Certificate of Titles</p> <p>- Approved land surveys</p> <p>- Approved minutes of District land Allocation Committee</p> <p>- Approved Compensation</p>	<p>DLRNEO</p> <p>DVO</p>

		compensation		Schedules	
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S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible Officer
		2. Motivated staff environment ensured by June 2016	(i) Qualified Staff recruitment (ii) Enhancement of working tools (iii) Long and short courses training	- Number of staff recruited - Number of working tools provided - Number of trainings offered	- Certificates awarded - Working tools procured	DLNREO
		3. Technical know-how on land planning and management of Lands, Natural resources and environment ensured by June 2016	(i) Long and short courses training (ii) Community capacity building	- Number of staff trained - Number of community members trained	- Certificates awarded - Attendance register books	DLNREO
2.		1. Office accommodation of Land sector increased from 0 to 6 rooms by June 2016	Budgeting for office construction	- Number of rooms availed and in use	- Presence of office buildings	DLNREO
		2. Office accommodation in Natural Resources and Environment sectors increased from 2 to 6 rooms by June 2016	(i) Budgeting for office construction (ii) Recruitment of qualified staff	- Number of rooms availed and in use	- Presence of office buildings	DLNREO

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible Officer
	Increase quantity and quality of Social Services and Infrastructure	1500 plots surveyed and allocated to people through participatory process	-Surveying plots and demarcation -registration of drawings	Number of plots surveyed and distributed	-Distribution lists and reports	DNREO
		3. House holds with legal ownership and access to land certificate of titles increased from 10% to 70% by June 2016	(i) Community sensitization on land ownership (ii) Sensitization of community to pay land taxes	- Number of meetings conducted - Number of sensitization meetings conducted	- Availed attendance register in place - Approved minutes of sensitization meetings	DLNREO
3.		1. Villages owning approved operational land use plans increased from 0 to 20 by June 2016	(i) Carrying out land use planning in rural areas (ii) Awareness campaign and training on land use planning	- Number of land use plans - Number of trainings conducted - Number of awareness campaign carried out	- Number of approved land use plans - Attendance register books in place - Approved minutes of awareness campaigns meetings availed and in place - Amount of funds collected and in place	DNREO
	Management of natural resources and environment improved	Participatory enforcement for illegal activities against natural resources enhanced by	Support to the preparation of forest management plans	- Number of forest management plans prepared	- Approved Forest management plans availed and in place	DFO

		June 2016				
		Beekeeping activities promoted through making hives by June 2016	Support to beekeeping individuals	- Number of beekeeping groups and individuals supported	- Field reports availed and in place	DBO
		Environmental Management enhanced by June 2016	(i) Enforcement of Environmental Management Act No. 20 of 2004 and by-laws (ii) Carrying out of Environmental Impact Assessment (EIA) in projects, mining and other undertakings	- Number of Environmental issues addressed - Number of development projects subjected to Environmental Impact Assessments (EIA)	- Field observation - EIAs reports or EIS availed	DEMO
		Wildlife management enhanced by June 2016	(i) Conservation of Wildlife and advertisement of its availability	- Number of wildlife and their environment conserved	- Number of wildlife areas protected and are functioning	DGO
4.	Enhance, sustain and effective implementation of Nation Ant-corruption strategy	1. Transparency rate to the community increased from 25% to 75% by June 2016	(i) Effective and efficient delivery of services (ii) Customer care training	- Number of people receiving services satisfactorily	-Reduced public complaints - Customer turn up increased	DLNREO
		2. Responsibility and accountability increased to 50% by June 2016	schedule of duties and action plans to be adhered by staff	- Number of staff with schedule of duties and action plans	- Availed logbooks and attendance registers filled and are in place - Submitted reports	DLNREO

Key Results Arrears' (KAR): PRIMARY EDUCATION

CO-OPERATE OBJECTIVE. EDUCATION SERVICE IMPROVED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Improve access, quality and equitable social services delivery	Increase classrooms from 1540 to 2262 by year 2016	Mobilisation of the community by VEOS and WEOS	Number of classrooms constructed	WEOS ,VEO reports Quarterly Department meeting minutes Villages cash Books	DED DEO
		Increase number of Text books from 603595 to 1327909 2016.	<ul style="list-style-type: none"> Development partners social marketing. Capitation Grant utilization 	Number of Text Books Procured	Procurement Reports Delivery Reports	S.L.O
		Increase teachers' quartos from 500 to 689 by year 2016	Mobilisation of the community by VEOS and WEOS	Number of teachers quarters contracted	WEOS ,VEO , DETO, reports and physical visit	DED ,DEO ,SLO and DETO
		Increase pit latrines from 3012 to 5444 by year 2016	Mobilisation of community by VEOs and WEOS	Number of pit latrines constructed.	WEOS, VEO , DETO, SLO reports and physical visit.	
		Increase desks from 32076 to 42901 by year 2016	<ul style="list-style-type: none"> Mobilization of the community by school committees LGCDG utilization Involvement of partners 	Number of desks procured	WEOS ,VEO , DETO, SLO reports and physical visit	

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
2	Improve access, quality and equitable social services delivery	Increase number of primary teachers from 2277 to 2683.	Application to central Government	Number of teachers increased	School quarterly reports and school Insetters report.	DED ,DEO DCIS.
		Increase pupils attendance rate from 76% to 94%	<ul style="list-style-type: none"> • Provision of food • Accessibility of Safe and clean water • Availability of school band • Flowering • Accessibility of sports and games. 	Attendance rate.	<ul style="list-style-type: none"> • Attendance registers • School duty books • School quarterly reports • 	DEO , VEOs and school committee chairman
3	Improve access, quality and equitable social services delivery	Increase REFLECT groups from 56 to 80	<ul style="list-style-type: none"> • Mobilization of the community • Technical advise 	Number of REFLECT groups	WECs quarterly reports.	DEO,DAEC and WECs
		Increase COBET enrolment from 65% to 85%	<ul style="list-style-type: none"> • Timely and thoroughly payments of COBET teachers. • Availability of teaching and learning materials 	Percentage of COBET enrolment	<ul style="list-style-type: none"> • Attendance register s • School quarterly reports 	DEO,DAEC and WECs
		Increase vocational Training centres from 2 to 6	<ul style="list-style-type: none"> • Construction of vocation workshops • Availability of facilities 	Number of Training centres.	<ul style="list-style-type: none"> • Physical visit • WECs reports 	DETO and WECs
4	Improve access, quality and equitable social services delivery	Establishment of Special need education centre.	<ul style="list-style-type: none"> • Availability of teaching and learning facilities. 	Special need education centre established.		DSEC and WECs

Key Results Arrears' (KAR):SECONDARY EDUCATION

CO-OPERATIVE OBJECTIVE. EDUCATION SERVICE IMPROVED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
	Improve access, quality and equitable social services delivery	Pass rate of standard IV and VII examination raised from 85% to 95% and 75% to 80% by June 2016	Improve teaching methodology To facilitate in-training for teachers To create awareness to parents on construction of classrooms	-Number of teachers trained -Awareness meetings conducted	Training reports	DEO
		Increase overall GER and NER of girls and boys in primary schools from 106 and 99 to 111 and 100 respectively by June 2016	-To create awareness on enrolment all eligible children -To collect data	- Awareness meetings conducted -reports on data collected	-Reports from data collected -Increase number of enrolment	DEO
		Enrolment of children with disabilities in primary schools raised from 15% to 75% of the total by June 2016	-To establish data base for disabilities of all children in the district -Awareness to the parents with disabilities children	-Complete data base -Awareness meeting conducted	Data base reports	DEO
1		Increase classrooms from 381 to 2262 by year 549	Mobilisation of the community by VEOS and WEOS	Number of classrooms constructed	WEOS ,VEO reports Quarterly Department meeting minutes Villages cash Books	DED DEO(S)
		Increase number of Text books from 25930 to	• Development partners social	Number of Text Books Procured	Procurement Reports	S.L.O DEO(S)

		51860 by 2016.	<ul style="list-style-type: none"> marketing. Capitation Grant utilization 		Delivery Reports	
		Increase teachers' quarters from 80 to 278 by year 2016	Mobilisation of the community by VEOS and WEOS	Number of teachers quarters contracted	WEOS ,VEO , DETO, reports and physical visit	DED ,DEO(S) ,SLO and DETO
		Increase pit latrines from 298 to 692 by year 2016	Mobilisation of community by VEOs and WEOs	Number of pit latrines constructed.	WEOS, VEO, DETO, SLO reports and physical visit.	
		Increase desks from 15763 to 31603 by year 2016	<ul style="list-style-type: none"> Mobilization of the community by school committees LGCDG utilization Involvement of partners 	Number of desks procured	WEOS ,VEO , DETO, SLO reports and physical visit	

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
	Improve access, quality and equitable social services delivery	Pass mark for both girls and boys raised from 50% to 80% by June 2016	-To strengthen follow up and supervision -To facilitate teachers training (in-service)	-Follow reports -Increased students with good pass mark	-Training reports -Improvements in pass rate	DEO
2		Increase number of secondary school teachers from 347 to 947.	Application to central Government	Number of teachers increased	School quarterly reports and school Inserters report.	DED, DEO (S) DCIS.
		Increase pupils attendance rate from 78% to 91%	<ul style="list-style-type: none"> • Provision of food • Accessibility of Safe and clean water • Flowering • Accessibility of sports and games. 	Attendance rate.	<ul style="list-style-type: none"> • Attendance registers • School duty books • School quarterly reports 	DEO (S) , VEOs and school committee chairman
3	Improve access, quality and equitable social services delivery	Adult education and ODL enhanced by June 2016	<ul style="list-style-type: none"> • Mobilization of the community • Technical advise 	Number of ODL groups	WECs quarterly reports.	DEO (S),DAEC and WECs
		Increase IPPE enrolment from 65% to 85%	<ul style="list-style-type: none"> • Timely and thoroughly payments of IPPE teachers. • Availability of teaching and learning materials 	Percentage of IPPE enrolment	<ul style="list-style-type: none"> • Attendance register s • School quarterly reports 	DEO(S) ,DAEC and WECs

Corporate Objective: Provisions of legal services improved

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
	Enhance Good Governance and Administrative Services	Improved conduct and monitoring of cases by 2016.	Conduct the cases effectively and efficiently	Number of case handled effectively and efficiently	Judgements and ruling delivered by courts of law	DLO
	Enhance Good Governance and Administrative Services	Improved legal advices to the council by 2016	Periodical advises to the council legal matters updates	Presence of a good legal advices to the council on various matters	Number of Written and oral advices present	DLO and heads of departments
	Enhance Good Governance and Administrative Services	Provision of Legal education mass improved by 2016	Wide Provision of human rights education	Number of training conducted	Training reports prepared	DLO

**CORPORATE STRATEGIES – STRATEGIC OBJECTIVES-TARGETS – STRATEGIES MATRIX
-TEMPLATE**

Table 6: KRA: AGRICULTURE & COOPERATIVE

Corporate Objective: POVERTY REDUCED AND STANDARD OF LIVING IMPROVED

	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
AGRICULTURE	Increase quantity and quality of social services and Infrastructure	Extension services and farmers network at ward level improved by June 2016 Network for farmers from 30 villages established in the district by June 2016	Training of farmers on modern agricultural methods on food and cash crop production increased from 20%-60% by 2015/2016 Establishment of farmer field schools -Training of farmers groups	-Number of farmers trained No of crop acreage cultivated Amount of tones harvested -Number of drama groups trained No of farmers field schools established No of farmers participated in nanenane show	-Training reports Reports from agr extension officers	-DACO Agr officers

	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
COOPERATIVE	Increase quantity and quality of social services and Infrastructure	Performance of SACCOS and AMCOs activities in the district council enhanced by June 2016	<p>To collaborate with financials in providing loan to SACCOS</p> <p>To equip farmers on how to prepare project write up</p> <p>To facility registration proceeds</p> <p>To carry out inspection and supervisor</p> <p>To conduct farmers meeting for sensitisation and education</p> <p>To construct ware houses</p>	<p>Number of member& leaders trained</p> <p>Number of projects implemented by members</p> <p>Number of financial institutions providing loans to SACCOS</p> <p>Number of registered societies</p> <p>Number of cooperative societies inspected and supervised</p> <p>Number of ware house operating</p> <p>Number of farmer join the system</p>	<p>SACCOS annual financial statements</p> <p>External audited report</p> <p>Tracing reports</p> <p>Registration certificates</p> <p>Inspection reports</p> <p>Minutes of general minutes</p> <p>Ware house operators reports</p> <p>Training reports</p> <p>Ware house constructed</p>	<p>DCO(COOPERATIVE)</p> <p>DVO</p> <p>DFO</p> <p>DCO(AGR)</p> <p>DTO</p>

	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
LIVESTOCK	Increase quantity and quality of social services and Infrastructure	<p>Livestock keepers facilitated in improving animal husbandry by year 2016</p> <p>40 milk collection centres established in the district by June 2016</p> <p>10 groups of hides and skin associations established by June 2016</p>	<p>Establishment and use of 5 Artificial insemination centres for breeding of cattle (Kisesa, Magu mjini, Lamadi, Igalukilo and Kabila).</p> <p>Establishment of 6 milk collection and inspection centres at Kisesa, Magu Mjini, Lamadi, Kabila, Igalukilo and Nyashimo.</p> <p>Construct and use 2 abattoirs</p> <p>Training of Livestock keepers on preparation and use of hay, silage, crop residues and other animal feed supplements.</p> <p>Support the two hide and skin association groups (Nyanguge and Nyashimo in study tour and laws and by laws protection.</p>	<p>1) Number of Artificial insemination centres established and are in use.</p> <p>2).Number of milk collection and inspection centres established and are in use.</p> <p>3). Number of abattoirs constructed and are in use</p> <p>4).Number of livestock keepers trained on preparation and use of hay, silage, crop residues and other animal feed supplements to feed their animals.</p> <p>5). Number of Hide and skin association groups supported</p> <p>6). Number of poultry keepers trained on modern system of indigenous poultry rearing</p>		

	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
		<p>Livestock mortality rate reduced from 20% to 3% by June 2016</p> <p>Charco dams constructed in 20 villages for supply water to livestock keepers by June 2016</p> <p>Animal vaccination and disease control to 100000 cattle and 40000 dogs improved by June 2016</p>	<p>Training of poultry keepers on modern system of indigenous poultry rearing</p> <p>Construct 8 new and renovate 10 old cattle dips and make them functional.</p> <p>Construct 10 charco dams and make them functional.</p> <p>Vaccinate 24,000 dogs against rabies, 3,000 cattle against Foot and Mouth Disease, 180,000 goats and sheep against PPR, 300,000 cattle against Black quarter and 500,000 poultry against Newcastle.</p> <p>Construct 10 cattle crushes and make them usable</p> <p>Livestock and livestock keepers identification, registration and traceability carried out in all wards in the District</p>	<p>1). Number of new and old cattle dips constructed and renovated respectively and made functional.</p> <p>2). Number of charco dams constructed and made functional</p> <p>3). Number of dogs vaccinated against rabies, number of cattle vaccinated against FMD, number of sheep and goats vaccinated against PPR, number of cattle vaccinated against BQ and number of poultry vaccinated against Newcastle.</p> <p>4). Number of cattle crushes constructed and made usable.</p> <p>5). Number of wards in which livestock and livestock keepers are identified, registered and traced</p>		

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	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
			<p>Purchase 50 automatic syringes, 50 vaccine carriers, 100 packets of needles, 6 fridges, 6 light microscopes, 30 burdizo, 6 laboratory kit and 30 flying knives</p> <p>Purchase 1 pickup Toyota land cruiser (JAPAN).</p> <p>Purchase 24 motorcycles for extension staff</p> <p>Recruit 30 eligible livestock staff.</p> <p>Train 210 livestock staff in new technologies of livestock management systems and control of immerging livestock diseases.</p> <p>Train 9 livestock staff under graduate degree programme and 3 staff postgraduate degree programme in any livestock fields.</p>	<p>Number of automatic syringes, vaccine carriers, and packets of needles, fridges, light microscopes, burdizo, laboratory kits and flying knives purchased.</p> <p>Number of pickup Toyota Land cruiser (JAPAN) purchased</p> <p>Number of motorcycles purchased</p> <p>Number of eligible livestock staff recruited.</p> <p>Number of Livestock Development Centres Renovated and made functional.</p> <p>Number of livestock staff trained in livestock new technologies of livestock management</p>		

				systems and immerging diseases.		
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	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
FISHERIES	Increase quantity and quality of social services and Infrastructure	<p>Patrol in Lake Victoria against illegal fishing enhanced by the June 2016</p> <p>Over fishing reduced from present 10000tones -7000/year by 2015/2016</p> <p>Under mesh gillnets reduced from to by 2015/2016</p> <p>Number of unlicensed fishing vessels reduced</p> <p>Fishing breeding areas increased from 02 to 06 by 2015/2016</p> <p>Improved fish landing stations increased from 01 to 03 by 2015/2016</p> <p>Fishing ponds increased from 04 to 10 by 2015/2016</p> <p>Planted fish charco dams increased from 02 to 10 by 2015/2016</p> <p>Fishermen associations increased from 0 to 03 by 2015/2016</p>	<p>To acquire mortar boat for patrol</p> <p>To encourage people to construct small fish ponds</p>	<p>-Number of culprits</p> <p>-Level of illegal fishing reduced</p>	Reports	DFO

CHAPTER FIVE

MONITORING AND EVALUATION (M&E)

Monitoring is a routine supervision of implementation of strategic plan (SP) to see whether it is being implemented as planned.

Evaluation is a process which attempts to critically, systematically and objectively determine the worth of Strategic Plan, whether it is proposed, on going or completed.

The SP will be monitored through implementation of Departmental targets that are correlating with those mentioned in the District Strategic Plan.

INTERVALS OF MONITORING AND EVALUATION

The District Strategic Plan will be monitored and evaluated on annual basis that is before planning process where Departments will review implementation of targets and see how they have been achieved.

RECOMMENDATIONS.

- The prepared Strategic Plan should be used properly by Heads of Departments and Heads of sections in order to achieve the objectives of the Magu District Council effectively & efficiently.
- The comprehensive District plans and budget should adhere to District Strategic Plan every year during the preparation of Council Annual Budget.