

URAMBO DISTRICT COUNCIL



MEDIUM TERM ROLLING STRATEGIC PLAN FOR THE YEARS 2013/14-2018/19

URAMBO DISTRICT COUNCIL

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LIST OF ABBREVIATIONS AND ACRONYMS

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

STATEMENT OF THE COUNCIL CHAIRPERSON

It gives me great pleasure and hope to present the revised Urambo District Council Strategic Plan for the period 2013/2014 – 2017/2018 by acknowledging the hard work and commitment of our management and staff in preparing this strategic plan. This plan has set out the vision, mission, core values and objectives of Urambo District Council for the next five years commencing July, 2013 through June, 2018. It also outlines the targets and strategies to achieve the strategic objectives as proposed by the management and stakeholders.

It is worthwhile to point out at the outset that the support of all stakeholders including the State House, Parliament, Prime Minister's Office, Regional Administration and Local Government (PMO-LARG/TAMISEMI), Ministries, Departments and Agencies (MDAs), Development Partners (DPs), Non-Governmental Organisation (NGOs), Community Based Organisations (CBOs), Faith-Based Organizations (FBOs), Financial Institutions and public at large is highly needed for the implementation of this strategic plan. Implementation of this strategic plan aims at achieving social and economic development to the communities of Urambo District and other stakeholders. We believe that they all have a role to play in enhancing the performance of Urambo District Council.

This document has been prepared in line with the National Development Vision 2025, National Strategy for Growth and Poverty Reduction (NSGPR II/MKUKUTA II), Ruling Party Manifesto (Chama cha Mapinduzi - CCM) of 2010 and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual. Implementation of this strategic plan aims at achieving social and economic development to the communities of Urambo District and other stakeholders.

The plan takes into account the importance of human resources in implementing the strategies and hence intends to ensure adequate provision for capacity building to management and staff and create conducive working environment for the staff.

I wish, therefore to challenge all staff of Urambo District Council and stakeholders to fully commit themselves to the implementation of the plan and to periodically monitor and evaluate its implementation and report to the overall performance for the benefits of the people of Urambo District.

HON. ADAM HAMIS MALUNKWI

CHAIRPERSON

URAMBO DISTRICT COUNCIL

STATEMENT FROM THE COUNCIL EXECUTIVE DIRECTOR

I would first like to present a review of the Council's past SP of 2009/10 – 2011/2012 and also present the current SP of 2013/14 – 2017/2018. May I take this opportunity to extend my gratitude to all stakeholders who have participated in the formulation of this current SP. I extend my sincere gratitude to the Council's chairperson, Hon. Adam Hamis Malunkwi, the Honorable Councillors, Heads of Departments and Units and other functionaries of the Urambo District Council not forgetting the Central Government, Local Government Authorities (LGAs), Ministries, Departments and Agencies (MDAs), Development Partners (DPs), Non Governmental Organisations (NGOs), Special groups and Institute of Rural Development Planning (IRDP) for contributing in the preparation of this SP.

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

The preparation of this SP was done by referring to various National Policies and Strategies including the National Development Vision 2025, CCM Election Manifesto of 2010, National Strategy for Growth and Reduction of Poverty (NSGRPII/MKUKUTA II), MDGs, and other National Policies and Planning Frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual of 2007.

The SP present our Vision which is "*To have sustained Social and Economic Development for the people of Urambo District*". Our Mission is "*To create conducive environment for social and economic development to our people by collaborating with stakeholders in providing quality and timely services using available resources*". The SP has also highlighted the key functions of the Council in six Strategic goals which are reflected in the Departmental objectives and Strategies.

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

Thank you for your participation,

Eng. RICHARD H. RUYANGO
DISTRICT EXECUTIVE DIRECTOR
URAMBO DISTRICT COUNCIL

EXECUTIVE SUMMARY

The Urambo District Council was established by the Act of Local Government No. 7 of 1982 and it was inaugurated on the 1st day of January, 1984. The main function of Urambo District Council is to provide better social and economic services to the people of Urambo.

The strategic plan for the period 1st July 2013 to 30th June 2018 takes forward the issues identified in the previous strategic plan that covered three years from 2009/2010 to 2011/2012. It has also been prepared so that it builds on from achievements of the previous strategic plan for continuation purposes and takes advantages of the proposed areas for improvement as identified in the self assessment report and the identified critical issues to be addressed in this plan period.

The plan is divided into five main chapters and two annexes. Chapter One contains Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Performance Review, Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the Vision, Mission, Distinctive Competencies and Core Values. Chapter Four covers the Strategic Plan Matrix for Urambo District Council and it include the Strategic Goals, Strategic Objectives, Strategies and Targets. Chapter Five covers implementation, monitoring, evaluation and review framework. The annexes consist of the organization structure of Urambo District Council and names of participants in the stakeholders' workshop.

The revised strategic plan 2013/14- 2017/18 came up with a vision and mission for Urambo District Council. The vision of the council is "*To have sustained Social and Economic Development for the people of Urambo District*". The mission of Urambo District Council is "*To create conducive environment for social and economic development to our people by collaborating with stakeholders in providing quality*

and timely services using available resources". The plan articulates council's core values, strategic goals, departmental objectives, strategies and targets

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

This Strategic Plan (SP) covers five years period from July 2013 and ending June, 2018. The Urambo District Council is charged with the responsibility of providing social services to the community of Urambo district like education both primary and secondary, health, rural water, roads and environmental protection. It also has the function of creating good working environment for economic production activities in order to increase the level of income and economic growth within the district and the nation at large.

1.2 Approach

The approach used to develop the plan was participatory workshop involving different stakeholders within the council, councillors, district management team and staff. The plan has taken into account the Vision 2025, Ruling Part Election Manifesto of 2010, National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual. The workshop was conducted through a series of plenary and group work sessions. The results of the group work were presented in plenary and a consensus was reached.

The process of developing this plan involved undertaking situation analysis which involved review of Strategic Plan 2009/10 – 2011/2012. This process involved performance review for the period of the plan, self assessment, stakeholders analysis, Strengths and Weaknesses, which are internal to the council, as well as, identifying Opportunities and Challenges which are external to Urambo District Council (SWOC analysis). The situation analysis came up with areas for improvement and critical issues that need to be addressed in the plan and hence formed the basis for developing the objectives. The council top management then developed vision, mission, distinctive competences, core values, objectives, targets and strategies.

1.3 Purpose

This Strategic Plan has been prepared with a view of guiding the implementation process in a strategic direction. It also aimed at creating a common understanding among Urambo District Administration and Management, staff and other stakeholders in order to enhance their collective contribution in attainment of core functions of the Council. The strategy has been prepared in accordance to government format of strategic plan document and the content of the strategy stands as major reference materials for the implementation, monitoring and evaluation of Council activities in the period 2013/14-2017/18.

1.4 Layout of the Plan

The plan is divided into five main chapters and two annexes. Chapter One contains Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Performance Review, Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the Vision, Mission, Distinctive Competencies and Core Values. Chapter Four covers the Strategic Plan Matrix for Urambo District Council and it include the Strategic Goals, Strategic Objectives, Strategies and Targets. Chapter Five covers implementation, monitoring, evaluation and review framework. The annexes consist of the organization structure of Urambo District Council and Names of participants in the stakeholders' workshop.

CHAPTER TWO

2.0 SITUATION ANALYSIS

This Chapter reviews the implementation of Urambo District Strategic Plan which ended in June 2012. In the analysis there is a short description of Urambo District Council, its mandate, roles and functions, and the existing vision and mission statements. In the same chapter there is a review of Council past performance where achievements and constraints on each department's objective are recorded and the way forward as remodel actions to address the constraints. Also the chapter provides results of stakeholder analysis, Strengths, Weaknesses, Opportunities and Challenges before identifying recent initiatives and critical issues or areas for improvements.

2.1 Historical Background

2.1.1 Location, Boundaries and Area

Urambo District is among the seven administrative districts comprising Tabora region. The district is made up of two divisions and six teen wards. It borders with Sikonge and Uyui districts in the east. In the southern part it borders with Mpanda district which is found in Katavi region and in the north and west it boarders with Kaliua district. The district headquarters is at Urambo town which is situated some 90 kilometers from the region head quarter. The district is very wide and scattered with a very difficult communication to some areas which are reachable only in specified seasons.

The district covers an area of 6,110 km² which is equivalent to 8.2% of the region total area.

2.1.2 Population

Based on the 2012 population and Housing Census, the district had a total population of 192,781 with 95,997 males and 96,784 females. The average household

size was 5.9 with sex ratio of 99. Table 1 shows the population of Urambo District by Sex, Average Household Size and Sex Ratio.

Table 1: Population of Urambo District by Sex, Average Household Size and Sex Ratio.

Ward	Population (Number)			Average Household Size	Sex Ratio
	Total	Male	Female		
Kapilula	4,385	2,106	2,279	5.5	92
Urambo	34,176	16,727	17,449	4.6	96
Vumilia	10,258	5,158	5,100	6.0	101
Muungano	13,025	6,606	6,419	5.7	103
Songambele	12,909	6,474	6,435	6.8	101
Uyogo	18,897	9,485	9,412	7.0	101
Kiloleni	8,372	4,167	4,205	6.8	99
Ussoke	8,797	4,252	4,545	5.3	94
Uyumbu	12,217	6,136	6,081	6.4	101
Ugalla	8,732	4,331	4,401	7.4	98
Usisya	13,901	6,794	7,107	6.2	96
Itundu	6,891	3,347	3,544	5.6	94
Kasisi	9,393	4,662	4,731	6.3	99
Imalamakoye	2,984	1,502	1,482	5.4	101
Nsenda	14,382	7,321	7,061	6.2	104
Ukondamoyo	13,462	6,929	6,533	6.2	106
Total	192,781	95,997	96,784	5.9	99

Source: NBS Population and Housing Census 2012

2.1.3 Climate

The District receives an annual rainfall ranging from 900mm – 1200mm. It starts in November and ends in April each year.

2.1.4 Temperature

Urambo District has an annual maximum temperature of 33 C and minimum temperature of 16.40 C. The highest temperature is in September and October and falls gradually to December and remains relatively constant until May. The lowest temperature is between May and August.

2.1.5 Topography

Urambo District falls in central plateau of Tanzania and has an area of low relief lying between 1110 m and 1200m above sea level.

2.1.6 Soil

The soil has mostly a well drain medium texture soil. The top soil is much sand or sand loan while the sub soil texture is sandy clay loan. In areas where a soil is liable to flooding (Mbugas), the soils are deep and predominantly sandy, clay, loan and clay texture.

2.1.7 Vegetation

The upland vegetation in the District is miombo woodland mixed up with wetland vegetation of Mbuga wooded grassland and mbuga grassland.

2.1.8 Economic Activities

The District is predominantly agriculture and livestock keeping. There is also Beekeeping and fishing .In Agriculture sector the crops grown are maize, paddy (rice), cassava, beans, and sweat potatoes as food crops while cured tobacco, groundnuts and sunflower are cash crops. Among those cash crops tobacco is the main cash crop in term of economic contributions.

2.1.9 Education Services

According to the 2002 census, Literacy in the district was 49 percent among the population aged 5 years and above. Literacy in Kiswahili stood at 45 percent while 4 percent were literate in both Kiswahili and English. Furthermore, literacy rate was highest among those aged between 10 and 19 years. Literacy was also higher among the urban population than the rural.

2.1.10 Water services

The District has no permanent rivers although pools of water remain during the dry season in the Igombe River and the North Ugalla River in the South parts of the

District. The District has Lake Sagara in the western side. Sources of drinking water in the rural areas are both protected and unprotected wells. In the urban areas unprotected well is the main source of water at 57% followed by protected well at 43%.

2.1.11 Power

With regard to main source of energy 87% use the wick lamp for lightning, followed by hurricane lamp at 8%. In the rural areas firewood is the main source of energy for cooking where by 96% of all people in rural areas uses firewood while in the urban area charcoal is the main source.

2.1.12 Infrastructure system

The roads cover a distance of 893.0 km where by 479.0 km is District roads, 333.0 km are feeder roads, 61 km are village roads and 20 km are road with devilling areas. The central railway line passes in the District where by the District have 9 major railway stations. Of these railway stations, five are found along Tabora – Kigoma railway line and four are found along Mpanda railway line. Other means of transport to Urambo is by small air charter.

2.2 Mandate

The Urambo District Council is mandated through the Local Government Authorities Act No. 7 of 1982, section 8 and 9 and amended by Act No 6 of 1999.

2.3 Roles and Functions

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

1. To formulate, coordinate and supervise the implementation of all plans for the economic, commercial, industrial and social development in its area of jurisdiction
2. To monitor and control the performance of the duties and functions of the council by departments of the council and its offices and staff
3. To ensure the collection and proper utilization of the revenue of the council

4. To make by laws applicable throughout its area of jurisdiction and to consider and approve by laws made by village council within its area of jurisdiction
5. To consider, regulate and coordinate development plans, projects and programmes of villages and township authorities within its orpiment and mobilization of productive forces in the village and township authorities and teir application towards.

2.4 Existing Vision and Mission of the 2009/10 - 2011/2012 strategic plan

The vision and mission statements that guided Urambo district council's operation in the Strategic Plan of 2009/10 – 2011/2012 were as follows: -

2.4.1 Current Vision

To have sustained Social and Economic Development for the people of Urambo District.

2.4.2 Current Mission

The mission of Urambo District Council is “to create conducive environment for social and economic development for Urambo people; to achieve this Urambo District Council will provide timely and efficient supporting services on management., economic as well as social development.”

2.5 Performance Review

Performance of Urambo district Council was reviewed by assessing the achievements for the period 2009/10 – 2011/2012 that the Council has been implementing its Strategic Plan. The review was based on Departmental Objectives developed by the Plan of 2009/10 – 2011/2012. Challenges faced during implementation of the plan were identified and later the way forward for improvement was proposed. Status of the implementation of each department and sections were as shown in Table 2.

Table 2: Performance Review

Administration and Human Resource			
Goal	Achievement	Challenges	Way Forward
Services improved and HIV/AIDS infection reduced	HIV/AIDS infection has reduced from 8 to 5.6	Rigidity of people in changing their behavior	Provide more education to people especially the youth
Access and quality of social services improved by 2012	Quality of social services in the district have improved	1. Shortage of funds 2. Delay in disbursement of funds from PMO RALG	Improve social service in the district
Good governance and administrative services improved by 2012	Training on good governance to village leaders has been conducted	.Little budgetary allocation	Provide more education on good governance
Legal Affair			
Goal	Achievement	Challenges	Way Forward
To ensure the council	1.27 by laws have been	Lack of	Provide

execute its activities in accordance of laws, regulations and existing guidelines	formulated and approved 2.Ward tribunals have increased from 20 to 34 3.Number of cases and complains against the council has decreased from 14 to 3	knowledge on legal matters to members of ward tribunals	education on legal matters
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Land, Natural resources and Environment

Goal	Achievement	Challenges	Way Forward
Increase number of surveyed plots	1,800 plots have been surveyed in Urambo and Kaliua	Shortage of qualified staff	Recruit qualified staff
Prepare land use plan for each village	20 villages have prepared their land use plan	1.Little budgetary allocation 2. Shortage of staff and working tools	Acquire working tools and transport facilities
Provide title deed to the people	125 title deed have been provided to people	Absence of land registry at District and Village level	Establish land registry at District and Village level
Survey and demarcate boundaries of 97 Villages	Boundaries of 85 Villages have been established	The activity is done by the ministry responsible	Continue with the exercise
To remove 7,500 households living in reserved forests	4,779 households have been removed	1.Little budgetary allocation 2. Shortage of	1.Recruit more staff 2.Acquire working tools

		staff and working tools	and transport facilities
Raise 6,000,000 tree seedlings and plant them in open spaces	7,474 trees were planted	Poor participation of community members in the exercise	Provide more education to community members
Supervise harvesting of forest products	A total of Tshs. 297,908,866 was collected from forest products	1.Shortage of transport facilities 2.Little budgetary allocation	Acquire working tools and transport facilities
Increase community participatory reserve from 1 to 2 by 2012	Two reserve (UWIMA and ISAWIMA) have been established	Shortage of funds to prepare Resource Zone Management Plan	Continue with the efforts
Supervise local and tourist hunting to increase revenue	A total of Tshs. 94,419,625.39 was collected from hunting	1.Presence of poachers 2.Shortage of staff and working tools	Acquire working tools and transport facilities
Bee keeping			
Goal	Achievement	Challenges	Way Forward
To provide education to 15 villages on bee keeping	1. 9 villages have been reached and trained 2.Modern bee keeping have been introduced in 9 villages 3.Quality of honey has	Shortage of transport facilities	Acquire transport facilities

	improved		
To collect Tshs. 1,000,000 government revenue from honey and wax	Tshs. 235,000 have been collected from license	1.Shortage of staff 2.Change of weather	Recruit more staff
Establish groups	8 groups have been established	Poor response of people in formulating groups	Provide more education

Education-(1) Secondary Education

Goal	Achievement	Challenges	Way Forward
Increase number of secondary schools from 18 to 28 by 2012	12 more secondary schools have been built	1.Low participation of community, 2.Budget constraints, 3. Delay in disbursement of funds from PMO RALG	Continue with efforts of building more secondary schools
Increase number of classrooms in secondary schools from 287 to 482 by 2012 and teachers' houses from 108 to 269	1.Only 13 classrooms have been built 2. Four (4) teachers' houses have been built	1.Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 3.Low participation of community	1. Build 79 classrooms in the district 2.Bulid 321 teachers' houses
Increase number of	Number of students	1. Poor	Provide more

students in secondary schools	have reached 1452 in secondary schools	participation of parents in education issues 2. Some students do not like going to schools	education to students and parents on the importance of education
Increase number of hostels from 3 to 26 by 2012	The number of hostels have reached 31 in 17 schools	1.Low participation of community 2. Delay in disbursement of funds from PMO RALG	Provide more education to the community on the importance of building hostels
Strengthen teaching of science subjects and mathematics in secondary school by 2012	1.166 teachers have been recruited 2.32,985 different books have been procured	1.Budget constraints 2.Shortage of teaching facilities 3.Shortage of schools infrastructure	Continue with efforts to improve performance of science subjects
Build three (3) laboratories in each secondary school by 2012	There is an increase of 24 laboratories	1.Low community participation 2. Delay in disbursement of funds from PMO RALG	Continue with efforts of building laboratories
Education-(2) Primary Education			
Goal	Achievement	Challenges	Way Forward

Increase enrolment of pupils by 100% by 2012	Enrolment has reached 85%	Poor participation of parents in education issues 2. Some pupils do not like going to schools	Provide more education to pupils and parents on the importance of education
Increase number of books from 406,736 to 526,579 by June 2012	A total of 76,110 new books (increase of 18%) have been purchased	1.Little budgetary allocation	Procure more books
Increase number of classrooms from 1057 to 2081 by 2012	Only 10 classrooms (1%) have been constructed	1.Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 3.Low participation of community	1. Build more classrooms in the district
Increase teachers' houses from 342 to 600 by 2012	157 houses (46%) have been built	1.Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 3.Low participation of community	Build teachers' houses to meet the demand
Increase number of	720 desks have been	1.Low	Secure more

desks from 19,662 to 35,338 by 2012	manufactured	participation of community 2. 1.Budget constraints	desks
Strengthen and improve adult education	Few classrooms have been built	1.Low participation of community 2. 1.Budget constraints	Continue with the strategy of improving adult education
Improve pre-primary education in the district	1.Number of classrooms have reached 144 2.319 teachers have been recruited 3. 400 desks have been manufactured	1.Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 3.Low participation of community	Improve pre-primary education

Health

Goal	Achievement	Challenges	Way Forward
To improve health services delivery to the community by 2012	1.Maternal mortality has decreased from 474 to 253 2.Children vaccination for under one has reached 84% 3.Under 5 mortality rate has decreased from 145 to 71 per 1000 children 4.Prevelance of malaria	1.Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG 3. Poor response of some parents in health related	Continue with improving health service delivery to the community

	<p>has decreased from 50% to 17%</p> <p>5. Cases of HIV infection has decreased from 8% to 5.6%</p> <p>6. Health service centres have increased from 40 to 52</p> <p>7. Rehabilitation to different health centres and dispensaries have been done</p>	issues	
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Trade and Industry

Goal	Achievement	Challenges	Way Forward
To increase revenue collection from 80% to 100% by 2012	Revenue collection has increased to 95%	Lack of working tools	Secure working tools
To recruit 3 staff in the department	3 staff have been recruited	NA	NA
To provide education to tax payers	Education have been provided and number of business man who are willing to pay tax has increased	Shortage of funds	Continue providing education

Agriculture

Goal	Achievement	Challenges	Way Forward
Provide education on planning, implementation and evaluation of development project to	35 Extension officers have been trained	NA	NA

35 extension officers			
Capacitate the community on identification of opportunities and obstacles to development planning	67 Villages have capacitated on identification of opportunities and obstacles to development planning	Little budgetary allocation	Secure more funds for the exercise
Increase productivity of food and cash crops	1.Maize production have increased from 1.2 ton/Ha to 2.0 tons/Ha 2.Tobacco production have increased from 0.7tons/Ha to 1.5tons/Ha	Changes in weather Shortage of extension staff	Recruit more extension staff and encourage use of modern agricultural inputs and implements
Provide working tools and transport facilities to extension staff	1.37 motorcycles have been procured 2.Seven (7) computers have been purchased	Little budgetary allocation	Procure more equipments and transport facilities to meet the demand
Encourage irrigation agriculture to potential irrigation area by 2012	1.One irrigation scheme have been constructed 2.17 Irrigation infrastructure have been constructed	Little budgetary allocation	Continue with effort of encouraging irrigation agriculture
Educate farmers to grow substitute cash crops instead of tobacco only	30 villages have been reached by extension officers	Little budgetary allocation	Provide more education
Livestock			
Goal	Achievement	Challenges	Way Forward
Encourage farmers to	1.Meat production have	1.Little	1.Provide more

increase productivity of livestock products by 2012	increased from 75kg to 115kg per cattle 2.On average goat produce 18 kg	budgetary allocation 2.Diseases outbreak 3.Land conflicts between farmers and livestock keepers	education to livestock keepers 2. Reduce land conflicts by ensuring good land use plan
Involve livestock keepers in reducing livestock diseases by 2012	1. 168,856 cattle have been vaccinated 2. 284,840 chicken have been vaccinated 3 .4,785 dogs have been vaccinated	Little budgetary allocation	Continue involving livestock keepers in reducing livestock diseases
Improve Veterinary services and Infrastructure by 2012	1.Two (2) Dips have been constructed and 1 have been rehabilitated 2.Two (20) Abattoirs have been constructed	Little budgetary allocation	Continue with improving livestock infrastructure
Improve access of water to livestock keepers	3 deep wells have been drilled	Little budgetary allocation	Continue improving access of water to livestock keepers
Fishing			
Goal	Achievement	Challenges	Way Forward
Increase fish production from 100 tons to 200 tons by 2012	Fish production have increased up to 383.3 tons	1.Shortage of staff in the sector 2.Shortage of working tools	1.Recruit more staff 2. Acquire

			adequate working tools
Involve Village government in protecting fishing areas	Some village government around lake Sagara, Ugalla River, Walla and Igombe have been involved	Low participation of village government in protecting fishing areas	Provide education to village government on the importance of protecting fishing areas
Planning and Coordination			
Goal	Achievement	Challenges	Way Forward
Coordinate and provide advise to socio-economic development activities	Socio-economic development activities have been coordinated well at 90%	1.Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG	Continue with coordination of development activities
Prepare district annual budget by 2012	Three (3) annual budgets have been prepared by involving all sectors	1.Untimely provision of Budget ceiling 2.Little knowledge on O&OD planning methodology to the community	1.Train community on O&OD Planning Methodology 2.Continue with preparation of annual budget
Prepare 10 project write up by 2012	8 project write up have been prepared	Lack of project write up skills	Train staff on project write up skills
Prepare project	Project implementation	1.Delay of	1.Close follow

implementation reports by 2012	reports have been prepared as required	reports from lower levels 2.Lack of report writing skills	up of reports from lower levels 2.Training on report writing skills
Collect and disseminate data to stakeholders	1.Ward project committee have been trained on data collection methods 2.Data have been collected and disseminated to stakeholders	1.Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG	Continue with collection of data from lower level of administrative system
Conduct one research on socio economic status in the district	District Socio Economic Profile have been prepared	NA	NA
Community Development			
Goal	Achievement	Challenges	Way Forward
Increase economic groups for youth and women from 380 to 600 by 2012	520 groups have been formulated	1.Shortage of staff 2. Little budgetary allocation	Facilitate formation of more economic groups
Formulate more committees for participatory planning	All village have participatory planning committees	NA	NA
To increase number of good houses from 8,555 to 15,000	50% of the target has been reached	1. Little budgetary allocation 2.Lack of	Provide more education to the community

		knowledge on the importance of building modern houses	
To reduce the number of street children from 2% to 0.5%	The number of street children has decreased from 2% to 1%	1.Shortage of staff 2.Existance of Conflicts among married people	Reduce the number of conflicts among married people
Facilitate establishment of NGOs	There has been an increase of 80% of registered NGOs	Little budgetary allocation	More NGOs to be established
Finance			
Goal	Achievement	Challenges	Way Forward
To ensure effective supervision and collection of revenue and proper spending of council financial resources	1.Council's revenue has increased by 15% 2.Clean audit report	1.Inadequate manpower 2.Little budgetary allocation 3. Price fluctuation especially for Tobacco 3.Lack of proper Management Information System (MIS)	Education to tax payers Introduce MIS
Capacity building to	Five (5) staff have been	Little budgetary	More training to

staff in the department by 2012	trained at post graduate, masters and CPA (T) level	allocation	staff in finance department
Acquire adequate working tools	Few working tools have been acquired	Little budgetary allocation	Procure more office furniture and equipments
Water			
Goal	Achievements	Challenges	Way Forward
Increase access to clean and safe water from 143,184 people to 300,000 people by 2012	223,951 people have access to safe and clean water	Little budgetary allocation	Drill more shallow wells and Boreholes in the district
Drill 8 Boreholes in towns and 32 Boreholes in the Villages	6 Boreholes in towns and 66 Boreholes in the villages have been drilled	Little budgetary allocation	Drill more shallow wells and Boreholes in the district
Lay out pipes 10km from water sources to water tanks	Pipes of length 15km have distributed	Security of water infrastructure	Ensure security of water infrastructure
Increase rain water harvesting tanks from 18 to 30 by 2012	44 Rain water harvesting tanks have been built	Changes of weather	Build more rain water harvesting tanks
Rehabilitate 30 Boreholes and Shallow wells	19 Boreholes have been rehabilitated and 14 Shallow wells have been rehabilitated	1. Little budgetary allocation 2. Delay in disbursement of funds from PMO RALG	Continue with rehabilitation of Boreholes and Shallow wells
Roads			
Goal	Achievements	Challenges	Way Forward

To improve quality of roads and establish new networks within the district	<p>1.Roads of 50km in length have been rehabilitated at gravel level</p> <p>2.Drainage structure have been constructed in few roads</p> <p>3. 5 Culverts have been constructed</p> <p>4.Bridges have been rehabilitated to ensure roads are passable throughout the year</p>	<p>1.Little budgetary allocation</p> <p>2. Delay in disbursement of funds from PMO</p> <p>RALG</p> <p>3.Low community participation in roads construction</p>	Continue with improvement of district roads and construct new roads in rural and urban centres
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Internal Auditing

Objectives	Achievements	Challenges	The Way Forward
To audit, advise, monitor and control use of financial resources in the council	<p>1.70 Villages have been audited</p> <p>2. Clean audit certificate</p> <p>3.97 Executives have attended course</p> <p>4. 30 accounts have been audited</p> <p>5.All projects in the district have been audited</p>	<p>1.Little budgetary allocation</p> <p>2. Delay in disbursement of funds from PMO</p> <p>RALG</p> <p>3. Shortage of staff</p>	<p>1.Continue with auditing as per requirements</p> <p>2. Recruit more staff</p>

Procurement Management Unit (PMU)

Objectives	Achievements	Challenges	The Way Forward
To coordinate and manage procurement of goods and services	1.Goods and services have been procured as planned	1.Little budgetary allocation	1.Ensure procurement are done by

	<p>2.Value for money have been ensured</p> <p>3.Complains from tenderers has decreased</p> <p>4.Staff have been trained (PPRA)</p> <p>5.Community and tenderers have access to information concerning tenders offered by the Council</p>	<p>2. Delay in disbursement of funds from PMO RALG</p> <p>3.Long process in offering tender which lead to complains</p> <p>4.Shaortage of staff</p>	<p>following procedures</p> <p>2. recruit more staff</p>
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NA means Not Applicable

2.6 Stakeholders Analysis

The stakeholders' analysis was carried out to investigate different customers of Urambo District Council. Type of service offered by the council to the customer was identified, followed with what the customer expected from the council. The result of this analysis is as seen in Table 3.

Table 3: Stakeholders Analysis

S/N	Customer	Service Offered	Expectations
1.	Community	<p>1. Health services</p> <p>2. Water services</p> <p>3. Education services</p> <p>4. Extension services</p> <p>5. Habitable environment</p> <p>6. Information on council's activities</p>	<p>1. Quality social economic services</p> <p>2. Good cooperation</p> <p>3. Timely provision of information on council's activities</p> <p>4. Timely response to questions and queries</p> <p>5. Accountability and transparency on the use of resources</p> <p>6. Peace and harmony</p>
2.	Council Staff	<p>1. Remunerations and benefits</p> <p>2. Good working environment</p> <p>3. Rewards</p>	<p>1. Fair remunerations and benefits</p> <p>2. Improved and good working environment</p> <p>3. Appreciation for good</p>

S/N	Customer	Service Offered	Expectations
		4. Capacity building 5. Answers to questions and queries raised	work 4. Teamwork 5. Timely response to questions and queries
3.	NGOs, CBOs and FBOs	1. Information on council's operations/ activities 2. Information on their roles and responsibilities to the community 3. Answers to questions and queries raised	1. Timely provision of information on council's operations/ activities 2. Ethical and professional behaviour 3. Conducive environment for service delivery 4. Timely response to questions and queries
4.	Business community	1. Provision business license 2. Establishment of business places 3. Business consultancy 4. Ensuring security among businessmen 5. Provision of laws, regulations and guidelines	1. Timely provision of license 2. Conducive business environment 3. Good cooperation 4. Accurate and timely information on business matter 5. Security of their properties
5	Suppliers and Contractors	1. Award of Tender 2. Payments 3. Supervision 4. Answers to questions and queries raised	1. Timely award of tender 2. Timely payments 3. Accountability and transparency 4. Good cooperation 5. Timely response to questions and queries
6	Village Government	1. Provide guidelines, policies and financial support 2. Capacity building and fair distribution on financial resources 3. Information on council's operations/ activities	1. Timely provision of information on council's operations/ activities 2. Timely provision of guidelines and financial support
7.	Primary Co-operatives societies	1. Auditing of Primary Societies	1. Timely provision of information on

S/N	Customer	Service Offered	Expectations
		2. Supervision of annual general meeting 3. Initiate and strengthen agriculture input revolving funds.	council's operations/ activities 2. Accurate and timely information on borrowers Good working environment 3. Timely submission of audit reports
8.	Development Partners (DPs)	1. Information on Council's operations/ activities 2. Reports on development projects funded by DPs	1. Timely provision of information on council's operations/ activities 2. Timely provision of reports on development projects 3. Value for money in the use of donor funds
9.	Tabora RS	1. Good relationship 2. Reports on development projects funded by Central Government 3. Implementation of policies 4. Information on council's operations/ activities 5. Audit reports	1. Timely submission of quality reports and information 2. Timely and quality annual performance reports 3. Timely submission of audit reports
10.	PM-RALG	1. Information on council's operations/ activities 2. Reports on development projects funded by Central Government 3. Audit reports 4. Special reports	1. Timely submission of quality reports and information 2. Timely and quality annual performance reports 3. Timely submission of audit reports
11.	MDAs	1. Information on council's operations/ activities 2. Annual and periodic performance reports	4. Timely submission of quality reports and information 5. Timely and quality annual performance reports
12.	Central Government	1. Implementation of	1. Reports on the

S/N	Customer	Service Offered	Expectations
		circulars, laws, policies and guidelines 2. Information on council's operations/activities	implementation status 2. Better management of funds 3. Timely submission of quality reports and information 4. Good cooperation
13.	Politicians	1. Information on council's operations/activities 2. Answers to questions and queries raised	1. Provision of information on council's operations/activities 2. Timely and quality annual performance reports 3. Timely response to questions and queries
14.	Mass Media	1. Information on council's operations/activities 2. Answers to questions and queries raised	1. Timely and accurate information on council activities 2. Timely response to questions and queries 3. Good cooperation and recognition

2.7 SWOC Analysis

Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

SWOC Analysis was done by involving Urambo district management team, staff and stakeholders during the Strategic Plan process. Analysis was done by looking at the strengths and weaknesses which are internal factors which influence Council's performance positively and negatively respectively. Also the external analysis was done by identifying opportunities and challenges (external factors) which affect Council's operations. The analysis was done by looking at different criteria such as leadership, human resource, process to deliver services, policies and strategies, financial resources and technology as summarized in Table 4.

Table 4: Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

Criteria	Strengths	Weaknesses
Leadership	<ul style="list-style-type: none"> • Committed and Competent • Experienced leadership • Participatory 	<ul style="list-style-type: none"> • Absence of permanent building • Inadequacy in leadership and managerial skills to some • Inadequate working tools
Human Resource	<ul style="list-style-type: none"> • Presence of skilled and unskilled personnel • Team work spirit • Committed and dedicated human resource • Presence of trainable staff • Presence of new profile 	<ul style="list-style-type: none"> • Inadequate human resource in some departments • Existence of some unqualified personnel • Inadequate incentives to motivate performance • Inadequate office accommodation and working tools
Processes to deliver services	<ul style="list-style-type: none"> • Ability to offer tender and high quality service • Presence of well defined internal processes to access services • Accountability and transparency 	<ul style="list-style-type: none"> • Inadequate human resource • Untimely payment to service providers • Inadequate communication among departments • Inadequate working tools • Inadequate database management system
Policy and strategies	<ul style="list-style-type: none"> • Presence of strategic plans • Government commitment to plans and budget • Presence of bylaws, directives, rules and regulations governing operationalization of district activities • Establishment of Environmental Section 	<ul style="list-style-type: none"> • Inability to implement fully the district plans • Inability to translate policies and strategies correctly
Financial Resources	<ul style="list-style-type: none"> • Availability of reliable sources of revenue • Presence of financial regulations 	<ul style="list-style-type: none"> • Inadequate financial resource • Under collection of Revenues • Unplanned payment (immersion payments)
Technology	<ul style="list-style-type: none"> • Presence of data management system • Qualified professional staff to cope with changing technology 	<ul style="list-style-type: none"> • Inadequate professional staff • Poor infrastructure • Inadequate working tools

Criteria	Opportunities	Challenges
Leadership	<ul style="list-style-type: none"> • Support from Central Government • Availability of training Institutions • On-going public service reform • Government stability 	<ul style="list-style-type: none"> • Political influence on technical issues • Delay in decision making • Available training materials and the council' s needs
Human Resource	<ul style="list-style-type: none"> • Government support • Availability of training institution to impart knowledge • Availability of human capital in the labour market • The on-going public service reforms 	<ul style="list-style-type: none"> • Limited budget • Political influence • HIV/ AIDS pandemic • Effective use of technical assistance • Maintaining gender balance • Available training materials and the council' s needs
Processes to deliver services	<ul style="list-style-type: none"> • Availability of various process technologies in the market • The on-going public sector reform • Availability of Public Procurement Act and Public Finance Act • Support from Banks • Support from Central Government 	<ul style="list-style-type: none"> • Limited budget • Low awareness among stakeholders on council payment procedures • Poor infrastructure • Adherence to laws, rules and regulations
Policy and strategies	<ul style="list-style-type: none"> • Presence of Local Government Act of 1982 • Presence of defined Policies and guidelines from Central Government • MKUKUTA • Vision 2025 • Ruling Party Election Manifesto • Presence of Competent Council Board 	<ul style="list-style-type: none"> • Frequently changes in policies and strategies • Changes in policy priorities • Low awareness among council staff on policies, directives, rules and regulations

Criteria	Opportunities	Challenges
Financial Resources	<ul style="list-style-type: none"> • Support from the Government • Presence of financial institutions • Support from Development Partners 	<ul style="list-style-type: none"> • Maintaining sufficient and continuous flow of funds • High interest rates charged by financial institutions • Insufficient incentives and motivation packages
Technology	<ul style="list-style-type: none"> • Availability of modern technology in the market • Presence of training institutions to build capacity of staff in changing technology • The on-going public sector reform 	<ul style="list-style-type: none"> • Capacity to cope with changing technology

2.8 Recent Initiatives

1. Training to LGSP committee
2. Training on data collection and management to Village Executive Officers
3. Traaining to ward project committee to 34 wards
4. Procurement of movable laboratories for 20 secondary schools
5. Procurement of laboratory equipments to 3 secondary schools
6. Introduction of sunflower as an alternative cash crop in the district
7. Installation of EPICOR system in the finance department

2.9 Critical Issues for this plan are:

1. Un conducive environment which do not attract retention of staff.
2. Inadequate provision of social services
3. Inadequate human resources and financial management
4. Inadequate revenue collection
5. Capacity building to council staff, ward and village leaders
6. Low capital investment among small traders
7. Untimely payments to service providers

8. The change of mind set of local community towards introduction of alternative cash crops
9. Inadequate application of ICT and MIS
10. Prevalence of HIV/AIDS within the district
11. Addressing cross cutting issues
12. Low level of utilization of available technologies.

CHAPTER THREE

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

This chapter presents the developed vision and mission statements, long term goals, distinctive competences and core values of Urambo District Council for the period 2013/2014 – 2017/2018.

3.1 Vision

“To have sustained Social and Economic Development for the people of Urambo District”.

3.2 Mission

“ To create conducive environment for social and economic development to our people by collaborating with stakeholders in the providing quality and timely services using available resources”.

3.3 Long-Term Goals

In order to realize its vision and mission Urambo District Council’s current and long-term goals are:

1. Services Improved HIV and AIDS infections reduced
2. Enhance, sustain and effective implementation of the National Anti-corruption strategy
3. Access and quality social services improved
4. Economic services and infrastructure enhanced
5. Good governance and Administrative services improved
6. Natural resources and environmental management sustained
7. Gender and welfare enhanced
8. Emergence preparedness and disaster management enhanced

3.4 Distinctive Competencies

The following are the observed distinctive competencies within Urambo District Council: -

1. Leading district in Tanzania for Tobacco production
2. Leading district in Tabora region for groundnuts production
3. Presence of big forests which favour production of quality honey
4. Big fertile land for agriculture
5. Quality timber for building and furniture are found in Urambo
6. Presence of historical site of "Mtemi Milambo"
7. Presence of areas where refugees have stayed for long period in the country
8. The second District council in Tanzania for revenue collection after Ilala

3.5 Values

The operationalisation of the Urambo district council mission is guided by seven major principles that constitute what the district values most. These values are provided hereunder:

- Urambo district staff shall discharge their responsibilities efficiently, diligently with discipline and honesty.
- Urambo district staff shall avoid personal conflict of interest in Council business, shall exercise self-commitment and shall abide to the rule of law when executing their duties.
- Urambo district staff shall be fair, open, truthful, and honest and shall conduct their duties in such a manner that will protect the Council's integrity.
- Urambo district staff shall participate fully in all Councils activities for the betterment of the Council.
- Sexual relationship among Urambo district staff who are not spouses or any person who has direct interest with the council is strictly prohibited.
- Urambo district staff shall abide to the requirements of their respective code of act No. 8 of 1982, section 20A of act No. 10 of 1982, public service code of conducts and any other legislation which govern public service affairs.

- Urambo district staff shall deliver their services to the community without any stigma to people living with HIV/ AIDS and people with disabilities

CHAPTER FOUR

4.0 STRATEGIC GOALS, STRATEGIC OBJECTIVES, TARGETS AND STRATEGIES

The Strategic Plan Matrix for Urambo District Council is presented based on different strategic goals from which area of operation or department concern is identified with its strategic objective. Targets and strategies to achieve the departmental objectives are indicated in the plan matrix.

4.1 Strategic Goal One

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

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.1.1 Administration and Governance	To promote and maintain quality of good governance and administration services within the council	Improve office infrastructure at Council, Wards and Villages	All office infrastructure in the District improved by June 2018
		Ensure DED, wards and village offices with adequate financial resources to suffice communication, meetings and law enforcement costs	Adequate financial resources ensured by June 2018
		Ensure effectively and timely conduction of council and committees meetings.	All Council and committee meeting conducted by June 2018
		Enhance and maintain effective participatory planning and decision making in all levels.	Participatory planning and decision making ensured by June 2018

4.1.2 Administration and Human Resource Management	To ensure adequate, qualified and motivated staff at all levels in the district.	Ensure Urambo district with adequate, qualified, effective and motivated staff.	Adequate and qualified staff recruited by June 2018
	Improve physical working environment including premises, equipments and furniture at all levels in the district.	Conducive working environment improved by June 2018	
	Supervise implementation of staff remunerations to promote effectiveness and efficiency of district staff.	Implementation of staff remunerations to promote effectiveness and efficiency supervised by June 2018	
	Ensure training to council staff to improve their knowledge related to their work	200 staff trained in different courses by June 2018	
	Ensure implementation of Open Performance Review and Appraisal System	Open Performance Review and Appraisal System (OPRAS) conducted annually	
	Reduce rate of HIV/AIDS infection	HIV/AIDS infection reduced by 50% to administration staff by June 2018	
	Provide modern equipments, software and transport facilities to departments	Modern equipments, software and transport facilities acquired by June 2016	
	Ensure sustainable and effective implementation of National Anticorruption Strategies	Sustainable and effective implementation of National Anticorruption Strategies assured by June 2018	

4.1.3. Legal Affairs	To ensure that the district implement its activities in accordance of laws, regulations and existing guidelines	Facilitate access of all relevant laws guidelines to the council	All relevant laws, regulations and guidelines made available to the council annually
		Review the existing by-laws for purpose of improving	Existing by laws reviewed by June 2015
		Facilitate the village, ward and council policy making bodies to enact relevant and effective by-laws.	Village, ward and council policy making bodies facilitated to enact relevant by-laws. by June 2016.
		Ensure both leaders and executives at the council, ward and villages levels are aware with laws, guidelines and by-laws	Leaders and executives at the council, ward and villages levels empowered with laws, guidelines and by-laws by June 2018
4.1.4 Procurement Management Unit	To ensure that procurements procedures followed by the Council are in line with the Procurement Act (2004) and its regulations	Prepare and follow procurement plan based on the requirements	Procurement plan prepared annually
		Procure goods and services timely depending on the needs	Goods and services procured annually
		Equip procurement unit with modern equipments and software	Procurement unit equipped with modern equipments and software by June 2015
		Prepare and submit procurement report quarterly and annually	Procurement report prepared and submitted quarterly and annually
		Improve and maintain effective procurement operations for	Procurement operations improved by June 2018

		efficient use of council financial resources	
		Develop and update council property base and valuation of council assets	Data base for Councils' properties updated annually
4.1.5 Internal Audit	To ensure district financial resources are efficiently, effectively and economically utilized	Set an effective audit and inspection framework to the district financial transactions	Audit and inspection framework to the district financial transactions in place by January 2014.
		Ensure effective and timely financial auditing and inspection of reports	Financial auditing and inspection for each department for 6 accounts conducted by June 2018
		Equip internal audit unit with modern equipments and software	Internal audit unit equipped with modern equipments and software by June 2018
		Increase number of audited projects in the district	All projects in the district audited by June 2018
4.1.6 ICT	To provide technical expertise and services on application of ICT	Coordinate preparation of ICT strategic plan, guidelines and procedure	ICT strategic plan, guidelines and procedure prepared by June 2018
		Coordinate development of ICT standards at the Council	Development of ICT standards coordinated by June 2018
		Facilitate acquisition of software and hardware at the Council	Software and hardware acquisition ensured by June 2018
		Ensure use of ICT in data collection, storage, processing, analysis, reporting, dissemination and	Use of ICT in data collection, storage, processing, analysis, reporting, dissemination and

		archiving	archiving ensured by June 2018
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4.2 Strategic Goal Two

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

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.2.1 Planning and Coordination	1. To provide technical support of planning and coordination in the district and ensure council plans support poverty reduction initiatives.	Ensure council plans are prepared by using O&OD planning methodology	Council plans prepared by using O&OD planning methodology by June 2018
		Participatory implementation, monitoring and evaluation system to LGSP committee improved by June	Ensure projects are implemented accord to budget and plan
		Supervise and coordinate department's activities in the council regularly	Departmental activities supervised regularly.
		Coordinate and provide advise to socio-economic activities in the district	Coordination and advise on socio-economic activities enhanced to 34 wards by June 2018
		Coordinate and Prepare project implementation reports	Project implementation reports prepared by June 2018
		Ensures community involvement in implementation of council plans and interventions.	Community involvement in Council plans and interventions ensured by June 2018
		Ensure conducive working and	Conducive working and

		enabling environment to staff	enabling environment to 6 planning staff improved by June 2018
		Coordinate and supervise collection of reliable statistics in the district	Effective and reliable statistics maintained by June 2018
		Improve planning and budgeting skills among council leaders and staff	100 staff and 25 leaders trained in budgeting skills by June 2016.
	2.Emergence preparedness and disaster management enhanced	Provide training on emergence preparedness and disaster management in the district	Training to 6 staff and communities from 34 wards on emergence preparedness and disaster management by June 2018
		Ensure availability of emergence preparedness tools	Emergency preparedness tools procured by June 2018
		Conducted monitoring and evaluation on implementation of emergence preparedness and disaster management	Monitoring and evaluation on implementation of emergence preparedness and disaster management conducted by June 2018
4.2.2 Finance	To improve revenue collection and ensure viable spending of council financial resources	Ensure council revenues are adequate and effectively to support district financial demands	Council revenue increased from 85% to 95% by June 2018
		Facilitate financial department with modern equipments,	Finance department equipped with equipments,

	software and transport facilities to meet modern financial systems requirements.	software and transport facilities by June 2018
	Ensure proper records on revenues and expenditure.	Proper records on revenues and expenditure ensured by June 2018
	Ensure capacity building to finance staff	10 staff in finance department trained by June 2015

4.3 Strategic Goal Three

Provides best social services to meet the demand of all stakeholders in Urambo District

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.3.1 Education	To improve quality of education to all people in the district.	Achieve qualified and adequate number of teachers in primary and secondary schools in the district	Adequate and qualified teachers recruited by June 2018
		Facilitate achievement of adequate number of classrooms and teachers houses in the district	Build 79 classrooms and 321 teachers' houses by June 2018
		Facilitate achievement of adequate number of desk and office furniture in primary and secondary schools in the district	Adequate number of desk and office furniture acquired by June 2015
		Facilitate achievement of adequate and high quality latrines in primary and	

	quality latrines in primary and secondary schools	secondary schools acquired by June 2018
	Ensure availability of science books in each secondary schools	Procure 25,000 science books by June 2018
	Increase number of secondary schools in the district	Number of secondary schools increased from 30 to 37 by June 2018
	Raise performance of students in form four and form six national examination	Performance of students in form four and form six national examination raised by 50% by June 2018
	Raise performance of pupils in standard seven national examination	Performance of pupils in standard seven national examination raised from 58% to 64% by June 2018
	Conduct inspection to primary and secondary schools	Regular inspection to primary and secondary schools conducted by June 2018
	Facilitate all secondary schools to be equipped with libraries	All secondary schools equipped with library by June 2018
	Conduct seminars and training to teachers	Training and seminars to teachers conducted by June 2018
	Facilitate all villages to enroll all school age children	All school age children enrolled in the district by 2018
	Improve cultural and sport activities in the district	Cultural and sport activities improved in all schools by June 2015

4.3.2 Health	1. To ensure sustainable and availability of quality health services in the district.	Improve quality of health services in hospitals, dispensaries and health centres	Quality of health services in hospitals, dispensaries and health centres improved by June 2018
	Ensure each village has a dispensary and each ward has a health centre	75% of all villages have dispensaries by 2018	
	Ensure significant reduction of number infant, child and maternal mortality in the district	1.Under five mortality rate reduced from 71/1000 to 20/1000 by June 2018 2.Maternal mortality rate reduced from 253/100,000 to 100/100,000 by June 2018	
	Ensure availability of transport facilities and equipments in health department	Equipments and transport facilities acquired by June 2015	
	Increase coverage of vaccination in the district	Vaccination coverage improved from 84% to 100% by June 2018	
	Improve Collaboration with NGOs and partners in addressing HIV/AIDS and Malaria pandemics	Collaboration with NGOs and partners in addressing HIV/AIDS assured by June 2014	
	Promote health education in primary and secondary schools	School health education enhanced June 2015	
	Increase awareness on HIV/AIDS among health care workers	Awareness on HIV/AIDS among health care workers increased by June 2018	
	Ensure significant reduction of	HIV/AIDS transmission reduced	

		malaria and sexual diseases including HIV/AIDS	from 5.6% to 2.3% by June 2018
		Improve working environment to all staff	Conducive working environment ensured by June 2018
		Improve sanitation and hygiene at household level, schools, public places in all villages	Sanitation and hygiene improved to all villages by June 2018
4.3.3. Water	To facilitate availability and accessibility of clean and safe water to all people in the district	Increase access of water supply in the district	Access to water services improved from 40% to 65% by June 2018
		Rehabilitate Deep wells and shallow wells in the district	18 Deep wells and 10 shallow wells rehabilitated by June 2018
		Ensure Deep and Shallow wells are available in places where there is water shortage	40 Shallow wells and 20 Deep wells drilled by 2018
		Build new domestic point	20 new domestic point built by June 2018
		Provide education on rain water harvesting to the community	Education on rainwater harvesting provided by June 2015
		Facilitate construction of water tanks for rain water harvesting in the district	20 new rain water harvesting tanks constructed by June 2018
		Ensure construction of water ponds in the district	Number of water ponds from 11 to 22 by June 2018
		Capacitate water committee and encourage establishment of new water committee	All water committee in all villages trained on water management by June 2016

		Provide education to the community on protection of water sources	50 Community Water and Sanitation Organization trained by June 2018
		Acquire transport facilities and equipments for district water engineer	Transport facility and equipments acquired by June 2017
4.3.4 Community Development, Social Welfare and Youth	To facilitate and promote the participation of community members in the process of their own development using available resources	Encourage community participation on development activities	Awareness on the importance of community participation on development activities conducted by June 2015
		Increase community participation on reducing new HIV infections	Community participation on reducing HIV infection increased by 50% by June 2018
		Capacitate the community on implementation of cross cutting issues	Training on cross cutting issues provided to community by June 2016
		Facilitate preparation of village plans using O&OD	All village plans prepared by involving the community by 2018
		Encourage formation of economic groups in order to get soft loans	25 economic groups formed by June 2018

4.4 Strategic Goal Four

To improve the economy of the people in Tabora district through agriculture, livestock, fishing, natural resource management, trade and industries.

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

4.4.1. Agriculture	To increase the production of food and cash crops to ensure food security and income for farmers	Facilitate use of appropriate technology in agriculture	Use of appropriate technology in agriculture assured by June 2018
		Increase production of cash crops in the district	Increase productivity of tobacco from 2 tons to 4.5 tons June 2018
		Increase production of food crops in the district	Increase production of maize from 1.5 tons to 2.5 tons by June 2018
		Increase the value of crops through value chain	The value of crops increased through value chain by June 2016
		Facilitate strategic expansion of use of irrigation potentials to increase agriculture productivity	Use of irrigation potentials increased by June 2017
		Facilitate district and ward agriculture and offices with modern equipments and furniture	Number of computers increased from 7 to 15 by June 2018
		Advocate district and ward agriculture officers to acquire transport facilities	Increase number of motor cycles from 37 to 45 by June 2016
4.4.2. Livestock	To increase productivity of livestock products and ensure they contribute to development of people and district at large	Improve agriculture and livestock extension services	Livestock extension services improved by June 2018
		Facilitation of adequate financial services in livestock sector.	Adequate financial services in livestock sector ensured by June 2018.
		Facilitate use of appropriate technology in livestock keeping.	Use of appropriate technology in livestock keeping enhanced by June 2018.
		Facilitate increase	Veterinary services in

		of Veterinary services in all villages	all villages increased by June 2018
		Facilitate establishment of demonstration farms in the district	Demonstration farms established in 15 wards by June 2018
		Facilitate rehabilitation of livestock infrastructure in the district	Livestock infrastructure improved by June 2018
		Facilitate easy access to water for livestock keepers for their livestock	15 Deep wells for livestock drilled by June 2018
		Facilitate livestock officers to acquire transport facilities, modern equipments and furniture.	Livestock officers equipped with equipments ,furniture and transport facilities
4.4.3 Cooperative and Marketing	To strengthen primary cooperative societies and SACCOS	Facilitate establishment of new cooperatives in then district	Number of cooperatives increased to 150 by June 2018
		Expand SACCOS's access to financial and banking services.	SACCOS's access to financial and banking services expanded by June 2018
		Facilitate loan access to the community from financial institutions	Loan access to the community from financial institutions ensured by June 2018
		Conduct auditing to cooperatives and SACCOS in the district	50 cooperatives and 50 SACCOS audited by June 2018
		Train staff on book keeping skills	150 staff trained on book keeping skills by June 2018
		Promote entrepreneurship skills and practices among producers	Entrepreneurship skills and practices promoted by June 2018

		and businessmen	
4.4.4 Trade and Industry	To raise number of business and industries in the district	Improve business services within the council.	Business services within the council improved by June 2018.
		Provide license to traders according to country's policy	100 new license to traders provided by June 2018
		Facilitate establishment of industries.	2 Small industries established by June 2018
		Facilitate formalization of micro-enterprises to build their competitiveness and raise their access to business services	Access to business services for micro-enterprises increased by June 2018
		Facilitate expansion, quality and market of SMEs in the district	Expansion of Small Micro Enterprises (SMEs) facilitated by June 2018
		Recruit qualified staff in the department	Qualified staff recruited by June 2018
		Increase revenue collection in the district	Revenue collection increased from 85% to 95% by June 2018
4.4.5 Environment, Natural Resources and Tourism	To facilitate sustainable use of natural resources in the district and ensure districts' natural resource benefits local population.	Facilitate and campaign local people participation in natural resource management	Local people participation in natural resource management facilitated by June 2015
		Improve and preserve quality of natural resources and tourism attractions	Quality of natural resources and tourism attraction improved by June 2016
		Provide education on sustainable use of natural resources	Education on sustainable use of natural resources provided by June 2018
		Ensure natural resource and	Adequate modern equipments and

		<p>tourism section/unit is equipped with adequate modern equipments and transport facilities to meet current and future demands</p>	transport facilities acquired by June 2015
		<p>Establish and implement district tourism marketing strategy</p>	District tourism marketing strategy established by June 2015
		<p>Promote both local and foreign tourism for the region</p>	Local and foreign tourism promoted by June 2015
		<p>Supervise both local and foreign hunting of animals</p>	Both local and foreign hunting of animals supervised by June 2018
4.4.6 Bee-keeping		<p>To promote Bee-keeping activities and productivity</p>	<p>Promote Modern Bee-keeping, honey and wax production</p>
			<p>Marketing strategy for bee products prepared by June 2015</p>
			<p>Ensure reliable information for people engaging in honey production</p>
4.4.7 Fishing		<p>To promote sustainable fishing practices and productivity.</p>	<p>Provide education for establishment of new aquaculture farms</p>
			<p>New aquaculture farms established in 10 villages by June 2018</p>
			<p>Fishing technologies and access to modern fishing gears improved by June 2015</p>

		Recruit adequate and qualified fishing officials.	Adequate and qualified fishing staff recruited by June 2016
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4.5 Strategic Goal Five

To strengthen and improve infrastructure in the district so as realize their contribution to the growth of the District economy

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.5.1 Land, Housing and Settlements	To facilitate proper and sustainable use of land in rural and urban areas of the district.	Review and update district, wards and villages land use plan to meet current and future demands.	District, wards and villages master plan reviewed by June 2018
		Create awareness on relevant land policy and acts to all villages.	Training on land policy and act conducted to all village leaders by June 2018
		Provide education to the community on Land Act No. 5	Education on Land act No.5 of 1999 provided to community by June 2018
		Establish and implement effective by-laws to monitor sustainable use of land resources	By-laws related to use of land resources established by June 2016
		Ensure all district residents with equitable access to land.	3000 plots surveyed and distributed to people for residential purposes by June 2017
		Increase number of villages with	25 villages have land use plan by

		good land use plan	June 2018
		Ensure village boundaries are clearly known	Village boundaries for the remaining village clearly demarcated by June 2018
		Reduce the number of land use conflicts	Number of land use conflicts reduced by 50% by June 2018
4.5.2 Roads	To improve quality of the existing roads and establish new road networks in the district	Provide education to stakeholders on protection of the existing infrastructure	Education on road protection provided to community by June 2018
		Mobilize internal funds to rehabilitate district and feeder roads at gravel level	All District roads are passable throughout the year by June 2018
		Construct drainage system at Urambo town	Drainage system at Urambo town constructed by June 2018
		Provide education on HIV/AIDS and use of ARV on construction sites	Education on HIV/AIDS provided to workers on sites by June 2018
		Ensure safety of roads signs in all roads in the district	District roads maintained by June 2018
4.5.3 Railway	To facilitate proper use of railway line inn the district	Collaborate with the authority responsible for railway transport to ensure continuous operation of it	Collaboration with authority responsible with railway transport ensured by June 2018
		Ensure safety of equipments in railway line	Safety of Equipments in railway line ensured by June 2018.

		Promote Participatory security and care of railway network in the district	Community police and traditional security for railway line ensured by June 2018.
4.5.4 Telecommunications	To improve and expand communication services within and outside the region	Collaborate with Telephone companies to promote reliability of their services in the district	Reliability of telephone services in the district assured by June 2018
		Facilitate fast and adequate access of telecommunication services and products within the district	Access to telecommunication services assured by June 2016
4.5.5 Financial Services	To improve quality of financial services and products within the district	Collaborate with NGOs and private banks to increase volume of financial services in the district	Financial services increased in the district by June 2018
		Assist on formalization of people assets to win loan and credits collaterals	Loan and credit collateral assured to people by June 2018
4.5.6 Postal Services	To promote reliability, fastness and affordability of postal services within and outside the district	Collaborate with district postal office to improve its services and products	Postal services improved by June 2018
		Collaborate with district postal office in establishing postal banking services by June 2018.	Postal banking services promoted by June 2018

4.6 Strategic Goal Six

To ensure that cross cutting issues such as HIV/ AIDS, Good governance, vulnerable groups and gender issues are streamlined and prioritised in order to achieve broad impact in poverty reduction initiatives.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.6.1 HIV/AIDS	To facilitate mainstreaming of HIV/ AIDS prevention, treatment and care in all sectors and assure reduction of its infection in the district	Establish and implement district integrated HIV/ AIDS prevention strategy	District integrated HIV/ AIDS prevention strategy established by June 2016
		Promote and collaborate with Organizations dealing with HIV/ AIDS prevention, treatment and care in the district	Collaboration with organization dealing with HIV/ AIDS assured by June 2018
		Improve quality and coverage of HIV/ AIDS education to Youth, women, pupils and students and other groups in the district.	Education of HIV/ AIDS imparted to youth, women and pupils by June 2018
		Facilitate larger access of HIV/ AIDS preventive gears	Access of HIV/ AIDS preventive gears increased by June 2018
4.6.2 Governance	To ensure the Council abide to the rule of law during implementation of its obligations	Ensure principles of good governance are mainstreamed in sectors	Principles of good governance mainstreamed in sector operation by June 2016

		operations	
		Collaborate with Police Department to foster community police and traditional security to enhance human security in the district	Community police and traditional security ensured by June 2018
		Collaborate with Prevention and Combating of Corruption Bureau in awareness and combating corruption practices.	Collaboration with Prevention and Combating of Corruption Bureau assured by June 2018
		Enhance community members access to Council's information	Council's information available to the people by June 2018
4.6.3 Vulnerability	To ensure reduction of human vulnerability and provide support to vulnerable and disadvantaged groups.	Establish a district vulnerability profile and respective plan	District vulnerability profile and plan established by June 2016
		Collaborate with NGOs, private sector to establish and implement strategies to assist people with disability, Orphans and Vulnerable Children	People with disability, orphan and vulnerable children assisted by June 2018
		Link with financial institutions to	Special groups in the district supported by June 2018

		support special groups such as disabled, women, youth and elders in the district	
		Collaborate with NGOs and law enforcement organs to completely address child abuse, women abuse, albino's killings	Child abuse, women abuse and albino's killing addressed in the district by June 2018.
4.6.4 Environmental Management	To facilitate integration of environmental preservation measures in all social and economic activities	Prepare and implement a district environmental plan	District environmental plan prepared by June 2015
		Ensure all development projects have sounding Environment Impact Assessment	Environmental Impact Assessment for all projects in place by June 2018
		Establish an effective monitoring and evaluation framework for environmental management in the district.	Monitoring and evaluation framework in place annually
		Facilitate and increase collaboration with NGOs, CBOs, FBOs and groups in environmental conservation initiatives.	Collaboration with NGOs, CBOs, FBOs and groups in environmental conservation initiatives increased starting December 2013
		Engage and	Tree planting

		support tree planting campaigns.	campaign supported from July 2013
		Facilitate awareness on environment conservation and good farming practices.	Awareness on environment conservation practices facilitated starting from July 2013
4.6.5 Gender	To enhance gender mainstreaming and gender equality in development activities and programme of the District Council	Ensure balances in political and administration participation	Women participation in political and administration encouraged from July 2013
		Facilitate gender equality in access to education.	Gender equality in education assured by June 2018
		Facilitate gender equality in financial services in the district.	Gender equality in financial services in the district assured by June 2018
		Set and facilitate implementation of women health priorities in the district plans.	Women health priorities in the district plans incorporated by June 2018.

CHAPTER FIVE

5.0 IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

5.1 Implementation

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

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

5.2 Monitoring

A monitoring and evaluation system is needed for effective implementation of this plan. Therefore monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

- Determine whether implementation is focused on the fulfilment of the mission of the Council
- Facilitate review of the implementation process
- Facilitate feedback to management which is necessary for decision making
- Ensure that objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly

- Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the Planning Department to the organs representing the Urambo Community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 5 shall guide the format of the progress reports.

Table 5: Example of quarterly progress report

S/No.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action

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

5.3 Evaluation

In order to assess the Plan performance, there shall be annual Plan Evaluation exercises for the entire plan period. In order to match activity funding with plan implementation, evaluation and review; it is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are Interim Evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation to be carried at the end of the planned period (five years) using external evaluators with the assistance from internal evaluators. These reports, including the quarterly

ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the Urambo District Council Rolling Strategic Plan (2013/14 – 2017/18) shall largely aim at:

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

5.4 Review

Plan review is important in order to remain focused in realizing the Urambo District Council core missions and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, Plan reviews are meant to be responses to the shortcomings in the course of Plan implementation. There shall be minor Plan reviews annually, Medium Plan reviews after two and half years and a major Plan review after five years.

5.5 Assumptions and Risks

For the objectives of this strategic plan (2013/2014-2017/2018) to be achieved, the following are the major assumptions which need close monitoring and timely response by Urambo District Council Management.

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

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