

**THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTER'S OFFICE**

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



**LONGIDO DISTRICT COUNCIL
ARUSHA REGION
STRATEGIC PLAN**

(FROM YEAR 2014/15 – 2018/19)

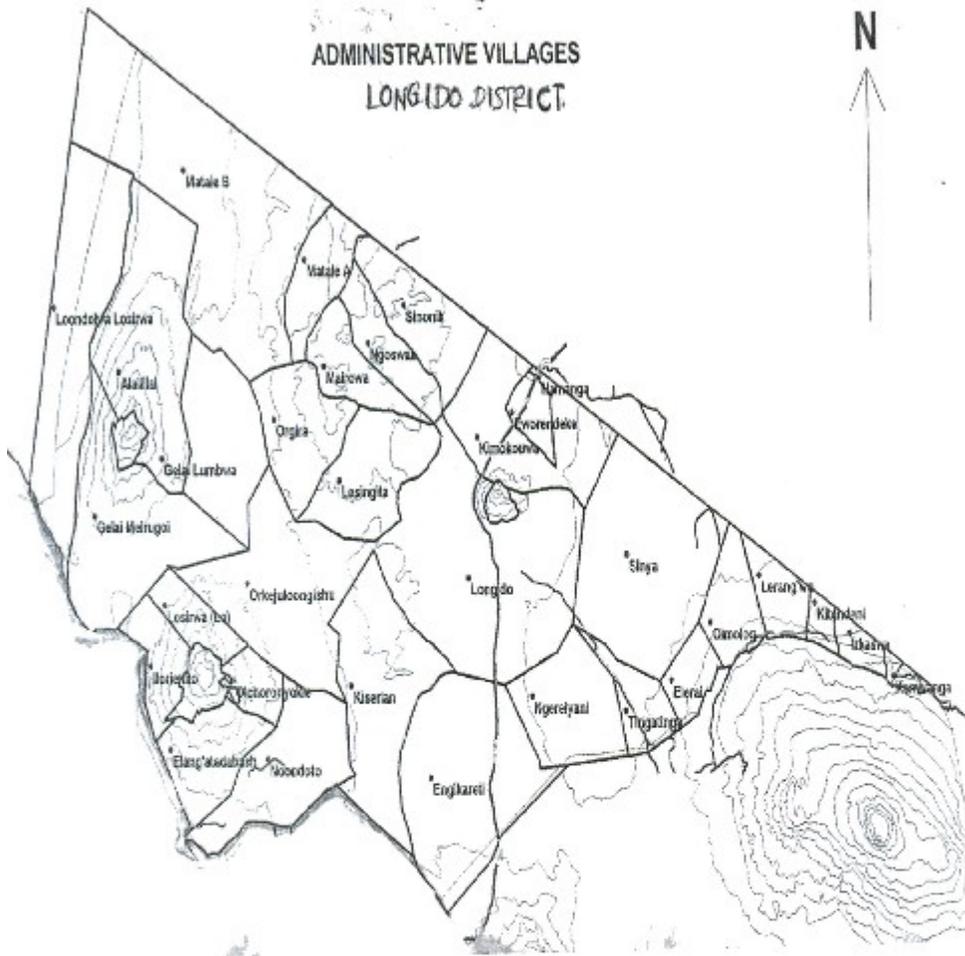
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ADMINISTRATIVE VILLAGES
LONGIDO DISTRICT

N



LIST OF ABBREVIATIONS

AMCOS	- Agriculture Marketing Cooperative Societies
AI	-Artificial Insemination
ALO	-Authorised Land Officer
ARI	-Acute Respiratory Infections
ASDP	-Agriculture Sector Development Programme
CAG	- Control and Auditor General
CHAC	-Council HIV/AIDS Coordinator
COBET	-Complimentary Basic Education Program in Tanzania
CORDS	-Community Research and Development Services
DACC	-
DALDO	-District Agriculture and Livestock Development Officer
DCDO	-District Community Development Officer
DCO	- District Cooperative Officer
DE	-District Engineer
DED	-District Executive Director
DEO (P)	-District Education Officer (Primary)
DEO (S)	-District Education Officer (Secondary)
DGO	-District Game Officer
DIA	-District Internal Auditor
DLaDO	-District land Development Officer
DMO	-District Medical Officer
DNRO	-District Natural Resources Officer
DPLO	-District Planning Officer
DT	-District Treasurer
DVO	-District Veterinary Officer
DWE	-District Water Engineer

FBO	-Faith Based Organization
HBFS	-Health Basket Funding System
HIV/AIDS	-Human Immune deficiency Virus/Acquired Immune deficiency Syndrome
HRM	-Human Resources Management
IEC	-Information Education Communication
IIED	-International Institute for Environment and Development
ITN	-Insect Treated Nets
LEDA	-Longido Environmental Development Association
LCDO	-Longido Community Development Organization
LCU	-Longido Cooperative Union
LGAs	-Local Government Authorities
LGCDG	-Local Government Capital Development Grant
LGMD	-Local Government Management Database
LO	-Legal Officer
LOOCIP	-Longido Community Integrated Program
LDC	-Longido District Council
MDA's	-Ministerial Department Agencies
MoEVT	-Ministry of Education and Vocational Training
MTEF	-Medium Term Expenditure Framework
MWEDO	-Maasai Women Education Development Organisation
MVIWAMO	-Mtandao wa Vikundi vya Wakulima Monduli
OPRAS	-Open Performance Review and Appraisal System
PID	-Pelvic Inflammatory Diseases
PLANREP	-Planning and Reporting System
PLWHA	-People Living With HIV/AIDS
PLHIV	-People Living With HIV
PMO-RALG	-Prime Minister's Regional Administration and Local Government
PMU	-Procurement Management Unit
PPA	-Public Procurement Act

PPP	-Public Private Partnership
PPR	-Public Procurement Regulation
PWC	-Pastoralists Woman Council
SACCOS	-Saving and Credit Cooperative Societies
SP	-Strategic Plan
TACAIDS	-Tanzania Commission for AIDS
TEMBO	-Tanzania Education and Micro business Opportunity
TANROAD	-Tanzania Roads Services
TVLA	-Tanzania Veterinary Laboratory Agency
VETAGRO	-Shirika Linalotoa Huduma za Chanjo/Madawa ya Mifugo.
WDC	-Ward Development Committee

PREFACE

This five years Strategic plan (2014/2015 - 2018/2019) is aimed at fulfilment of the District Council 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 2014/2015-2018/2019 emphasises on improving productivity through strengthening of extension services, infrastructure, savings and credit societies (SACCOS) as well as enhancement of women and youth income generating activities. The said are expected to help to increase production and productivity. Also the council intends to take mitigation measures on climatic changes.

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 has been considered as the key element for enhanced peace and security for social economic development.

In addition, Longido District Council has put concerted efforts into implementing cross cutting issues of environment, gender and HIV/AIDS through community sensitization, awareness creation and conducive environment for women and all disadvantaged groups. The council has often received support of Local Government Capital Development Grant (LGCDG) and Health Basket Funding System (HBFS).

With respect to HIV/AIDS pandemic, there are continued efforts to make the Community aware of prevention methods, undertaken through public Information, Education and Communication (IEC) in collaboration with TACAIDS, Civic Societies Organizations (CSOs) and other development partners.

The plan elaborates 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 targets and objectives. In addition, performance indicators have been highlighted which will enable the Council to measure attainment of the targets and objectives. In some sections of this plan, appropriate 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 Secretaries, Political Party Leaders, Religious Leaders, and Civil Societies Organizations.

The Council extends acknowledgement to all Council technical staff for their commitment and contribution to make this document successful.

Last but not least, I thank Prof. Ole Gabriel Elisante, Mr Gasper Njuu, Mrs Devota Joseph and Miss Stella Severine of EDENCONSULT COMPANY LIMITED for facilitating the preparation of this Strategic Plan. It is my sincere hope that the Strategic Plan will bring considerable achievement in our District Socially, economically and politically.

Signature

Date

CHAIRMAN

Mr. Joseph Ole Sadira



EXECUTIVE SUMMARY

The Strategic Plan (SP) of Longido District Council covering a period of five years has been prepared by considering MKUKUTA, Tanzania Vision 2025, Millennium Development Goals (MDGs) and sector policies. The preparation of this SP has been guided by the on-going socio economic reforms aimed at achieving Macroeconomic and Microeconomic stability, to be realized through the set objectives.

Formulation of vision, mission and core values together with identification of objectives, targets and strategies was done through stakeholder's workshop. The District council vision statement states that *"To be a model council in delivering socio-economic services to the Longido Community by 2019"* while its mission statement states that, *"To achieve sustainable utilization of resources for provision of unique quality of Socio-economic services to Longido Community"*

This document consists of five chapters, whereby Chapter one gives the general overview of the approach used in preparing this strategic plan document, objective of the plan, local government reforms and District socio-economic profile. Chapter two highlights the review of social and economic services delivery of different sectors as well as SWOT analysis while Chapter three presents the Vision, Mission, Core values and strategic objectives.

Chapter four of the document gives out the targets and strategies which have been derived from the agreed strategic objectives. Also it indicates key indicators, means of verification and responsible person for each target. Performance indicators, monitoring, evaluation and recommendation are indicated in the fifth Chapter of this document.

Lastly but not least, I would like to express my sincere gratitude to all stakeholders who participated in preparation of the Longido District Strategic Plan for 2014/2015-2018/2019. It is my firm belief that, the Council will continue to perform well at its highest standards and maintain its core values while adhering to the principles of good governance.



Signature.....

Date.....

Mr. Julius Challya

District Executive Director

LONGIDO.

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CHAPTER ONE

INTRODUCTION

1.1 Approach adopted in preparation of the plan:

The preparation of this Strategic Plan is in accordance to the requirements of Act Number 9 of 1982 which requires LGA's to prepare five years Strategic Plans to be used as guidelines during preparation of MTEF plans and budgets. Strategic Plan identified priorities of service delivery and normal routine of annual reviews conducted by communities.

1.2 The Purpose of the Strategic Plan

The Strategic Plan prepared will be used as an Instrument of fulfilling the Longido District Council's Vision, Mission, Objectives and steps to be carried out for five years. The purpose of this Strategic Plan is to;

- Address fundamental questions in order to take initiatives to improve performance
- Ensure that there is a co-ordination with other stakeholders to enhance the use of the people's efforts, minds and local and national resources to attain development objectives set.
- Ensure all sectors (public and private) are engaged fully in achieving the District's Vision and Mission.
- Ensure that community identified priorities are adhered by all stakeholders in the District Council.
- Ensure there is a mutual understanding about implementation of strategic objectives sets
- Ensure there is mechanism of monitoring and evaluation of projects for good performance.

1.3 Background of Longido District Council

Longido District Council was established in 1st July, 2007 by provisions of section 8 and 9 of the Local Government (District Authorities) Act 1982. Currently the District has 22 Councillors in number, of which 16 were elected from the Wards within the Council (one from each ward), six Councillors as Special seats and One Member of Parliament represented the constituency of Longido.

1.4 Ethnicity

The Masai make the main ethnic groups in the District. Who are evenly distributed all over the District of whom their main food being meat with milk and so far Masai tribe is sub divide into small clans.

The main objective of the Council is to deliver services to its people with the intention of providing high quality and sustainable services to her people by achieving the following:

- ❖ Ensuring good living standards to her people.
- ❖ Ensuring good Governance
- ❖ Providing education to her people.
- ❖ Competitive economy.

In order to attain the Objectives and Strategies of the national vision, Tanzania has formulated various Development Plans including the National Strategy for Growth and Reduction of Poverty in Tanzania and Local Government Reform Programme etc. Longido District Council is among the Councils which have undergone several Stages on Local Government Reform as part of achieving the Decentralization by Devolution processes.

1.5 Local Government Reforms

Longido District Council is one of the 138 Councils in Tanzania Mainland earmarked in phase one of the Local Government Reform Programme. The District has so far duly completed 7 steps out of 17 stipulated in the Local Government Restructuring Manual. The council has already started implementing steps 9, 10, 12 and 14. Together with implementation of these steps, the Council has also been implementing other activities to ensure the better provision of services to her people which include:

- Sensitization of the people about the whole purpose of the programme.
- Implementation of New Local Government staff and Councillors regulations (2000) and code of conduct.
- Distribution of Council Bylaws to its stakeholders
- To help the Village Governments in preparation and implementation of by-laws.
- To educate the community on the overall importance of Community Participation on Planning and Implementation of their Development Programmes.

- To educate the community on the importance of Village assembly, and WDC meetings.
- To have suggestion boxes at all levels.
- Analysis of revenue sources and privatization of the appropriate sources.
- Establishment of Water User Groups and Road Maintenance Committees at Village and Wards levels.
- To create an enabling environment for investors from the private sector.(PPP)

1.6 Basic information of the District Council

Longido District Council was established in July 2007 by provision of section 8 & 9 of the Local Government ACT of 1982.

1.6.1 District council location and its boundaries

Longido District Council is amongst (6) District Councils which form Arusha Region. The Council covers an area of **7,782 Sq Km**.

The Council is located between 36° 00' and 37° 30 East 1° 00'-3° 00' east of the Green which. In the North it borders Republic of Kenya , in the East borders Arusha Municipal Council and Rombo District Council, in the South borders Monduli and Siha District Council to the south East and in the West borders Ngorongoro District Council.

1.6.2 Area and Population.

The District has an area of **7,782** Square Kilometres of which Square Kilometre 9.4% is arable land, equivalent to 73,164 hectares while 6,392.35 Square Kilometres is grazing land, or 639,235 hectares, which is 82.14 %. Also 365.75 Square Kilometres of land is covered by forest and rock, or 36575 hectares which is 4.7%

According to the 2012 National Population Census the District had a total Population of 123,153 of which females are 62,954 and Males 60,199 with the annual growth rate of 3.8 as compared to the 2002 National Population Census which counted a total number of about 74,074 people of which 37,999 was female and 36,075 males.

1.6.3 Administration and land area

Administration wise the District is divided into four Division (Longido, Ketumbeine, Engarenaibor and Enduiment), 16 Wards and 41 Villages. The main ethnic group in the district is the Maasai. Most of them are purely pastoralists. According to National population census (2012) showed that Longido had a population of 123,153 of which Male being 60,199 and 62,954 Female, with the growth rate of 3.8% compared to that of Arusha Region and National (2.9%).

1.6.4 Weather and climatic conditions.

The District is recorded as one of the driest area in Tanzania, the temperature ranges from 20c – 35c and rainfall ranges from less than 500mm in low lands to 900mm in high elevation of West Kilimanjaro, Ketumbeine and Gelai mountains.

1.6.5 Physical features.

The District has an area of 7,782 Sq. Km and the entire land distribution has been exemplified in Table (i). There are three types of soil found in the District which includes shallow soils which are poor and not suitable for agriculture, deep freely soils which are rich in natural fertilizers but poor infiltration rate and deep freely drained soil which are suitable for crop production

Table 1.6.5 (i) Longido land use distribution

USES	AREA IN SQ.KM	HECTARES	%
Land used for cultivation	292.23	29,223	3.76
Grazing land	6392.35	639,235	82.14
Arable land	731.75	36,578	9.4
Forest	365.75	36,578	4.7
Total Land Area	7,782	778,200	100

There are several isolated mountains that are found in Longido District, these include, Ketumbeine, Gelai, Oldonyo Lengai Mountains. Altitude range from 600m to 2,900m above the sea level. The vegetations are varied with a mixed forest, bush lands and grassland. Nearly all records about the District water supply indicate alarming of acute shortage of water for both human and livestock use. About 42% of the District population is served with clean water which

is far below the National strategy of 72%. The main reasons for poor water supply especially in the rural areas include; the absence of natural water sources such as springs and lack of permanent rivers. Moreover, the available sources are not well preserved and maintained due to pastoralist nature of the people

1.6.6 Per capital income for residence

The district income was estimated to be Tshs 14,787,392,620/= (for the year 2002). According to this statistics per capita income for Longido District Council residence per year was approximately Tshs.199,630/= compared to the Regional Tshs. 286,000/=per year. The contribution of agriculture sector to the district income is approximately 5%. Other sectors contributing to the district income are: livestock, business, Tourism and small industries which contribute 95% of the district income. In relation to per capita income of the residence per year it is obvious that poverty to the people of Longido District Council is still high.

CHAPTER TWO

SITUATION ANALYSIS

2.0 REVIEW OF SOCIAL AND ECONOMIC SERVICE DELIVERY

2.1 SOCIAL SERVICE DELIVERY

2.1.1 EDUCATION

PRIMARY EDUCATION

Longido District Council has 45 primary schools and a total of 216 classrooms. The ratio of pupils per room is 1:89 compared to the ratio of 1:40 nationally. Due to that fact, there is a shortage of 212 classrooms in the District. Furthermore are 4584 desks which make a ratio of one desk to pupils to be 1:4 .instead of 1:2 nationally.

The student pit latrine ratio is 1:25 for boys and 1:20 for girls. Total pit latrine requirement by the District is 416 for boys and 443 for girls but there are only 156 pit latrines for boys and 159 for girls.

There are 19,260 pupils, of whom 10,402 are boys and 8,858 are girls. Standard 7 enrolments have increased from 1,852 in the year 2,012 to 1968 in the year 2013.

There are 398 teachers in the sense that, grade IIIA are 391, Diploma/Degree are 7. The teacher pupil ratio currently is 1:48 and the book pupil ratio is 1:3.

There are about 28,000 adult people (Female 15,200 Male 12,800) who cannot read and write. This resulted to the creation of COBET Adult classes by 2010/2011. School dropout is still a problem in the District due to truancy, and poor attitude towards education among the pastoralist community.

2.1. 2. SECONDARY EDUCATION

Longido District Council has a total number of 08 Secondary Schools of which Government Schools are 07 and 01 Private School with a total of 64 classrooms (Government schools). The ratio of pupils per classroom is 1:71 compared to the ratio 1:40 nationally. Therefore there is a shortage of 60 classrooms in the District. There are 4,016 desks which make a ratio of one desk to pupils to be 1:2 instead of 1:1 nationally.

The student pit latrine ratio is 1:39, total pit latrine requirement by 2012 is 235 but there are only 116 pit latrines. There are 4,509 pupils, of whom 2,474 are boys and 2,135 are girls. Secondary pupil's enrolments have increased from 3,566 in year 2010 to 4,758 in year 2011, at the same time those qualifying to join Higher education increased from 196 in the year 2010 to 2014 in the year 2011. The increase in the number of students qualifying for high education was due to increase in number of Secondary schools, increased Education awareness among the community and support from various stakeholders.

There are 183 teachers, 64 with diploma, and 119 with degree. The ratio for one teacher to pupils currently is 1:39. The ratio for one book to pupils is 1:4. School dropout is still a problem; the major reasons are truancy, pregnancies, long distance to school, early marriage and low attitude towards education.

2.1.3 HEALTH

The District council has got 2 Government health centers, 1 FBO health center, 22 Government dispensaries and 3 FBO dispensaries. The district has no district hospital, moreover the required health center are 16 and it has only 3 health centers and the required dispensaries are 41 and the existing are 25 including FBO dispensaries.

There is 123 health staff out of 292 needed. There is no expert Doctors due to lack of District hospital, there is one Medical Doctor out of the 4 needed, one should be a District Medical Officer and Assistant Medical Doctors are 3 out of 8 needed, Clinical officers are 16 out of 52 needed. There are 42 registered and enrolled nurses out of 72 needed.

The Top Ten Diseases for under five and above five are; ARI, Pneumonia, Malaria, intestinal worms, minor surgical condition, Diarrhoea, eye conditions, skin diseases, ear conditions, and UTI. Also PID and neurosis are among the top ten to above five.

There is a shortage of Health services according to the National Health Policy. Therefore the need for health services in the District council is still very high. Also accessibility of health services to some health facilities becomes difficult because the District has network of rough roads with difficulties passage during rainy season.

2.1.4 WATER

Currently 42% of the Longido District Council has access to safe and clean drinking water from various improved sources of water such as; springs, bore holes, Rain water, streams, rivers, and shallow wells. The District collaborates with other development partners in its effort of providing safe and clean drinking water. At present there are 7 qualified staffs instead of 27 required.

2.1.4 AGRICULTURE

Agriculture is the major economic activity of people in Longido District council. The land currently under cultivation is 29,223 Hectares or 3.76% of the total arable land which is 36,578 Hectares. About 6,158 of the population are engaged fully in agriculture which is 5% of the population, growing cash crops mainly wheat in the highlands.

Food crops grown in the District include Horticultural crops, maize, beans, green beans and potatoes in high lands and lower land. The current strength of extension staff stands at 25 specialized in various fields against a demand of 58 extension staff. Therefore shortage of extension officers in Agriculture sector which leads to inadequate extension services to farmers.

The District is currently endowed with factors which affects agricultural production. These include high illiteracy rate (75%), active productive population of 6,158 people, and availability of rivers which create an irrigation potential of 1,220 hectares of which 612 Hectares are currently irrigated.

Non Government Organization and Churches also play an invaluable role in promoting the livestock sector. These Organizations provide livestock services to farmers thereby improving the genetic potential of livestock and also enhancing the income of the people. NGOs already working in the District include CORDS, World Vision, TRIAS, PWC, IIED, LCDO, SAUTI MOJA, MVIWAMO and SARI.

2.1.5 CO-OPERATIVES

The District has a total number of 20 registered Co-operative societies which has 4,886 members; active societies are 11 while 7 are dormant served by 1 staff out of 3 required staffs resulting to inadequate Co-operative services.

The above Co-operative societies are divided as follows:-

- Savings and credit Co-operatives Societies
- Livestock Co-operatives

2.1.6 LIVESTOCK

The District has 117,000 livestock farmers, endowed with a variety of livestock, of which 234 are dairy cattle, 356,430 beef cattle, 192,970 sheep, 455 Pigs, 329,673 goats, donkeys 11,123. Also the District has 3,800 Layers, 12,630 Indigenous chickens and 24 Ducks.

Due to Population pressure on land for grazing, livestock keeping in the highland areas is done under semi intensive grazing system basis while in the lowland area most of the livestock are grazed in Communal land. Livestock services currently available in the District include 24 Cattle dips, 5 livestock development centres, 6 bulls centres, 2 Slaughter houses, 14 Slaughter slabs, 2 Milk collection canterers, 14 Livestock input outlets.

Non government Organization and churches also play an invaluable role in promoting the livestock sector. These Organizations provide improved livestock services to farmers thereby improving the genetic potential of livestock and also enhancing the income of the people. NGOs already working in the District include CORDS, World Vision, TRIAS, PWC, IIED, LCDO, LOOCIP, TEMBO, MWEDO, VETAID, VETAGRO, MVIWAMO and TVLA.

There is enormous market for livestock and livestock products in the District due to the existing good communication and also the proximity of the Council to the Common border with Kenya.

2.1.7 WORKS

The District road network has a total of 563.9 km, which 229 km are District roads, 355.9 km are feeder roads, 36 km are Urban roads and 244km are under TANROAD. About 15.5% of road networks are in good conditions 45.4% are in fair condition and 35.9% in poor condition. 81.3% of the road is passable for the whole year while 18.7% is not passable during the rain season.

There are 7 staff out of 10 required, inadequate skilled staff resulted to in-adequate roads services.

2.1.8 COMMUNITY DEVELOPMENT

There is 11 staff out of 23 required whereby 4 are working at ward level; inadequate staff resulted to inadequate Community Development services in the Longido District Council communities.

The District developed 96 Social Economic Groups, out of that 56 are women groups, 23 youth groups and mixed groups mean that women, youth and men are 10. The Department provided loans to 3 women groups . The number of beneficiaries is 880 being women 586, men 132 and youth 162. Apart from receiving loan all groups have been trained on entrepreneurship and Management to ensure their projects are sustainable, and improve standard of living.

2.1.9 LAND AND NATURAL RESOURCES

Tourism

There are attractive areas in terms of photographic tourism, hunting blocks, cultural tourism, campsites along the famous Lake Natron (a home of flamingos birds) and viewing of Oldonyolengai nature of active volcano eruptions, campsites within the species on the flat lands bounded by famous mountain of Kilimanjaro, Meru, Longido, Namanga (Kenyan Mountain), Gelai and Ketumbeine.

Currently, there is no Tourist Officer under this Section of which the Council requires a newly employed Staff for Tourism Supervision.

Natural Resources

In Longido District, the natural resources sector is comprised of various sub-sectors including forestry, and wildlife. The sector is very important in contributing to social and economic development such as employment and revenue gained. Apart from economic gains, the sector also plays an important role in the maintenance of climate stability, conservation of water sources, soil fertility, controlling land erosion, and providing source of fuel, wood and industrial materials.

Forestry

Table 2.1.9 (i) below shows that the District had an estimated forest area of 10780 Hectares or 13.7 percent of the District's total land area of 78820 Hectares.

Table.2.1.9 (i) Total area under forest reserve(F.R), Longido District, 2009

Name of Forest Reserve	Location	Area(Ha)	Forest Reserve owned by;	Remarks
Longido	Longido ward	2,015	Local Government	Demarcated and gazetted
Ketumbeine	Ketumbeine ward	6.441	Local Government	Demarcated and gazetted
Gelai	Gelai ward	2,338	Local Government	Demarcated and gazetted
Ngoswak	Engarenaibor ward		Village	Proposed village forest reserve processes of establishment is going on
Orpelela	Engarenaibor ward		Village	Proposed to be village forest reserve

Wildlife

Wildlife is a valuable resource in Tanzania as it is the Country's major Tourist attraction and a major source of foreign exchange earnings. About 95% of the District is game controlled area hence a good attraction for Tourism. The District has four hunting blocks – Tourist comes for sport and trophy hunting. There are about 40 species of wildlife and high variety of bird life including the migratory flamingos which have their only breeding area at Lake Natron. Wildlife animals are estimated at 100,000 (Ecosystem survey 1980) in Longido District with a population density of 6.7 per sq. km (1984).

Table 2.1.9(ii) GAME CONTROLLED AREA IN SQ.KM

Lake Natron(North)	1,500 Sq Km
Lake Natron(South)	1,500 Sq Km
Longido Game Controlled Area	1,500 Sq Km
Ngasurai Open Area	1,012 Sq Km
Total	5,512 Sq Km

Environmental Conservation

Apart from the declining land area under forest reserve, serious measures need to be undertaken to protect the existing forest cover by planting new trees in the deforested and new areas as part of environmental conservation initiative. At present, the District is undertaking various tree planting initiatives by involving various stakeholders.

2.1.10 ADMINISTRATION AND PERSONEL

District has 12 Departments and 5 units with necessary working gears and equipment's. Current staff is 924 instead of 1,231 required which resulted to:-

- Inadequate number of staff with the right qualifications.
- Allocations of duties to staff that are not trained for those duties.
- Low level of services provision in some sectors.
- Inadequate offices and furniture at all levels.
- Poor MIS (Management Information System)

2.1.11 PLANNING

Their major activity is to coordinate all the district plans, collects socio economic data and analyse for the different council Departments and other stakeholders. Also advise and coordinate compilation of reports, disseminate to the respective stakeholders, supervise, monitor and evaluate Development projects. There are 3 staff out of 5 required which resulted to some delay in services delivery.

2.1.12 FINANCE AND TRADE

The Finance and Trade Department implements its function through adherence to Financial Memorandum of 1997 and main tasks being:-

- Council on all final advise financial matters
- Design new sources of revenue
- Collect all District revenue
- Ensure proper use of revenue

- Compile financial reports.
- Custodian of all inventories of fixed assets of the council

There are 20 staff out of 30 established resulted to inefficiency of financial services.

2.1.13 INTERNAL AUDIT

Implements its function through adherence to financial Memorandum of 2010 main tasks is:-

- Advise the council on all financial matters
- Under go internal auditing of District accounts and management and advice accordingly.

There are 3 staff out of 8 established resulted to inefficiency of audit services.

2.1.14 LEGAL

Maintain and facilitate peace, order and good Governance, which promote Social welfare and Economic wellbeing of all persons in their area of jurisdiction in line to national policies and plans. The Council has qualified legal officer to execute legal related issues.

2.1.15 PROCUREMENT MANAGEMENT UNIT

Implements its function through adherence to PPA of 2004 and PPR of 2005, and the main tasks are Management of Procurement activities. There are 3 staffs out of 7 established resulted to inefficiency of Procurement services.

2.2. CROSS CUTTING ISSUES

- **Poverty**

Longido district is semi arid by nature and therefore most of the society depend on pastoral activities that require them to move from one area to another searching for water and grass for their animals. In addition their activities are managed more for traditional reasons as opposed to commercial. This is confirmed by the level of per capital income which is at Tshs 199,630/= (2002)

- **HIV/AIDS**

HIV/AIDS is considered to be rampant although there is limited openness about it. Areas with high concentration of human settlement like Namanga Boarder post may require

more public awareness. It is believed that HIV/AIDS is not mentioned among the top ten diseases but it ranks second to malaria as killer disease hence the prevalence is 1.2%.in Longido District Council.

- **Gender**

Gender sensitivity in Longido District is among the cross cutting issues because in Maasai culture females are discriminated on wealth ownership such that they are not allowed to participate in major economic, commercial activities and decision making.

- **Water**

Source of water is limited to few natural water streams on the highlands/mountains and basins that are fed with rainy water. The large part of the District is dry and water can only be sourced from deep wells that require large financial investment that most of the communities within the District cannot afford.

- **Illiteracy**

The illiteracy level is estimated to be high at the level of 1/3 of the population. This is caused by cultural believes which hinder most of the children not to be enrolled to school, early marriages and settlement migrations.

- **Human Settlement**

Most of the pastoralists move from one area to another in search of water and grazing land.

2.3 MAIN RESOURCES AVAILABLE

Longido District Council is endowed in various resources such as ; Arable & grazing land, Livestock, Mining and Minerals, Tourism and One stop boarder post. Mining sector especially in gravel and stones

LAND

The total land coverage of the District is Sq Km 7,782 of which 39 villages have got Land use plan in place and the remaining two villages are Urban Centres of Longido and Namanga. Categorically, the land utilization pattern is 95% under Pastoralism/Wildlife and 5% under Agriculture and Trade.

LIVESTOCK

The Council is endowed of variety of Livestock both rich of adaptable characteristics to the environmental exposure as well as native willingness to develop Livestock Industry.

MINING AND MINERALS

Mainly, the District is endowed by several varieties of minerals, however the most minerals extracted are:-Ruby mining, Soda Ash extraction, Limes, Stone and Sand.

TOURISM INDUSTRY:

The District is highly endowed with several tourist attractions of which includes a good scenario view of Oldonyo Lengai Volcanic mountain, the presence of Lake Natron with the famous breeding site for Flamingos, the presence of several varieties of wildlife breeds from the Elephant to the rabbits. Also there are several attractive Lodges and campsites for tourists such as Kibo tented lodge, Shumata camp etc.

NAMANGA STOP BOARDER POST:

Namanga stop boarder post is a build up centre situated within Longido Disctrict bordering Tanzania and Kenya. It is a centre that is having active economic, business and transit operations, these includes customs clearances, shops, livestock, crop auctions, hotels etc. The ongoing development of this post will result into enhanced movement of goods and services between countries thus creating additional income and employment.

2.4 STAKEHOLDER'S ANALYSIS

Stakeholders' analysis and expectations are summarized as follows:

Table 2.4 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)
COMMUNITY	Improved living standards of the community as well as provision of timely and effective social economic services.	-Perpetuation of poverty and Corruption. -Inadequate service delivery.	H
FARMERS AND BUSINESS COMMUNITY	-Increased agricultural produce and business turnover. -Improved transport and communication network.	-Poor agricultural production. - Economic losses due to failure to accesses markets.	H
CENTRAL GOVERNMENT (MOF, PMO-RALG, POPEE) AND RAS	Implementing poverty reduction strategy, Agriculture, livestock and cooperatives policies, adherence to ASDP guidelines. Utilization of the EAC common market, attain food security Implementation of the election manifesto Macroeconomic stability and accelerating economic growth.	Bad image of the government tocommunity, high inflation rate	L
CIVIL SERVANTS	Better working environment.	Poor performance in service delivery.	M
NGOs and DEVELOPMENT PARTNERS.	Collaboration with the District Council in service delivery to the community (PPP).	Poor performance in service delivery.	M
POLITICIANS	Improved social and economic services delivery to the community. Good governance Implementation of the election manifesto	Voters' confidence diminished. Ideological tension heightened	L
MASS MEDIA	A lot of positive stories to report	Bad image of the council	L

ACADEMIC INSTITUTIONS	Improved education infrastructure and affordable fee structures	Poor enrolment	H
MDAs	Collaborating with LGAs to implement Country policies	Poor service delivery into community	H
COOPARATIVE SOCIETIES	Increased need for microcredit cervices and marketing	Dormant societies	M
PARLIAMENT	Good governance, peace and tranquillity and rule of law	Instability	H
VULNERABLE GROUP	Improved special services as well as opportunity for them	Poor service delivered and lack of opportunity	M
LIVESTOCK FARMERS	Improved quantity and quality of livestock and livestock products	Perpetuation of poverty	H
FINANCIAL INSTITUTIONS	Improved lending activities	Increase of poverty	H

2.5 SAOC ANALYSIS

2.5.1 STRENGTHS, AREAS FOR IMPROVEMENT, OPPORTUNITIES AND CHALLENGES

DEPARTMENT/UNIT	STRENGTHS	AREAS FOR IMPROVEMENT	OPPORTUNITIES	CHALLENGES
1. PRIMARY EDUCATION				
	<p>Availability of skilled human resources</p> <p>Availability of trained Teachers</p> <p>Availability of teaching and learning material</p>	<p>Schools depend heavily on external funding for its budget.</p> <p>Unequal distribution for teachers.</p> <p>Poor community participation.</p> <p>Lack of awareness about education for some parts of community</p>	<p>Availability of stakeholders.</p> <p>Availability of infrastructure.</p>	<p>Inadequacy of funds.</p> <p>Frequently change of Curriculum</p>
2. SECONDARY EDUCATION				
	<p>Availability of skilled human resources</p> <p>Availability of school infrastructures and teaching facilities</p> <p>Involvement of stakeholders</p>	<p>Inadequate knowledge and skill to some staff</p> <p>Shortage of infrastructures and teaching facilities</p> <p>Lack of transparency among stakeholders</p> <p>Inadequate budget.</p>	<p>Availability of establishment</p> <p>Existence of SEDP II</p> <p>Availability of sectoral policies and circulars</p>	<p>Inadequate skilled staff</p> <p>Dependence on donors funds</p> <p>Conflict of interest in implementation of school development plans</p> <p>Low awareness of Education</p>
3.AGRICULTURE				
	<p>Availability of traditional irrigation schemes</p>	<p>Low level of Intensification in Agriculture Low level of commercialization in agriculture</p> <p>Negative mind set in both</p>	<p>Government funding through ASDP TASAF</p>	<p>Effects of climate change</p>

		staff and farmers Dependency on external funding		
	Good road linkage to markets	Unfavourable Pricing policy for Agricultural produce	Good agricultural policy Existence of East African common market	Inflation
	Trained extension staff	Low level of entrepreneurship and marketing skills	Good political will towards agricultural development	Delayed disbursement of funds from central government
4. LIVESTOCK				
	Availability of livestock infrastructures Availability of market for livestock and livestock products Presence of good breeds suitable for upgrading	Small number of processing industries for value addition Poor genetic potential of the existing breeds Shortage of animal feeds	Good livestock policy Availability of good road network system to external market Government funding	Effect of climate change Delayed disbursement of funds Trans boundary diseases.
5. CO OPERATIVES				
	Availability of trained staff Availability of existing cooperative societies Availability of economic activities	Lack of adherence to cooperative laws Poor performance of the early cooperative societies Unpredictable price of livestock	Existence of NGOs which support cooperative movement Good cooperative policy and cooperative act.	Inadequate of personnel Climate change Other financial institutions.
6. FINANCE AND TRADE				

	<p>Skilled personnel</p> <p>Conducive environment for trade</p> <p>Availability of trading centres</p>	<p>Inadequate resources</p> <p>Lack of team work</p> <p>Poor management of funds at community level</p> <p>Poor accountability</p>	<p>Funding from Central government and donors</p> <p>Availability of entrepreneurs</p> <p>Availability of communication infrastructures</p> <p>Northern tourists circuits</p> <p>Availability of financial institutions.</p>	<p>External dependency</p> <p>Tax evaders</p> <p>Climate change</p> <p>Political change</p>
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7. LANDS AND NATURAL RESOURCES

	<p>Availability of skilled personnel</p>	<p>Minimal number of surveyed Urban plots</p> <p>Weak implementation of Land Laws</p>	<p>Financial Support from the councils own Source</p> <p>Technical support from the ministry of Land and Housing development</p>	<p>Land conflicts</p> <p>Absence of compensation Fund</p>
	<p>Availability of Land</p>	<p>Poor working environment</p>	<p>Stakeholders involvement on capacity building and Planning</p>	<p>Absence of Compensation fund</p> <p>Higher costs for formalisation process</p>
	<p>Availability of natural resources</p>	<p>Low level of capacity building</p>	<p>Availability of other stakeholders(NGO's & CBO's) on natural resources issues</p>	<p>Scarce Land and Natural resources</p> <p>High demand for Land and Natural resources</p>
	<p>Availability of ward urban centres</p>	<p>Poor planned settlement</p>	<p>Community participation in Cost sharing</p>	<p>Squatter Mushrooming</p>

8. PLANNING

	Availability of Capable personnel.	Poor data collection and storage	Presence of government structure	Inadequate qualified staff
	Availability of working tools(ICT)	Poor participation of communities in planning process and implementation	Presence of education institutions for planners	Conflict of interest in implementation of development projects/tasks
	Overwhelmed with non technical works	Poor Management of development plans	Presence of NGO's, Donors, CBO's,CSO's and other stakeholders	Mismanagement of the Department (Personalization of Public Office)
	Active productive population (Eastern of the district)	Poor department data provision used by Planning Information system with the department for Planning.		
		Inadequate of M& E techniques for District M&E team members		
		Lack of standby means of transportation(Car)		
		Political interferences(Interests) on needy distribution of CDG/CDCF		

9. LEGAL

	Presence of a qualified lawyer	Low knowledge and awareness on legal rights among communities	Good legal rights system and policy	Illegal practices for financial gains
		Lack of enough staffs	Availabilities of partners support	Lack of enough funds

10. ADMINISTRATION & HR DEVELOPMENT

	<p>Existence of good organizational structure</p> <p>Administrative area well linked with road networks</p> <p>High literacy rate (71%)</p> <p>Trained staff in diversified fields</p> <p>Ensure presence of training plan and policy at the District council</p> <p>Ensure the availability of enough Staff at all Department</p> <p>Ensure good governance</p> <p>Record keeping improved</p>	<p>Inadequate skilled staff</p> <p>Inadequate working tools</p> <p>Poor incentives to staff</p> <p>Staff retention mechanism</p> <p>Demoralized staff</p> <p>Staff grievances</p> <p>Lack and uncoordinated staff development</p> <p>All departments and recognized Unit</p> <p>Statutory meeting conducted from District level to the village level</p> <p>Registries(open and confidential)</p>	<p>Availability of standing orders</p> <p>Good cooperation with central government</p> <p>Trainable staff</p> <p>Trainable and capable staff</p> <p>Achievement of maximum potential</p> <p>Availability of new vacancies</p> <p>Approved PE budget every financial year</p> <p>Trained staff and well knowledgeable members</p> <p>Premises</p> <p>Trainable staff</p>	<p>Conflict of interest between technical staff and politicians</p> <p>Bureaucratic procedures for recruitment of staff</p> <p>Other employing institutions</p> <p>Lack of fund due to limited budget</p> <p>Centralization of recruitment authority</p> <p>Inadequate staff at Ward and Village level</p> <p>Limited budget</p> <p>Furniture</p> <p>Lack of fund</p>
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11. INTERNAL AUDIT

	<p>Skilled personnel</p> <p>Availability of council laws and by laws</p>	<p>Inadequacy number of staff</p> <p>Inadequate resources</p> <p>Lack of independency</p> <p>Ineffectiveness of team</p>	<p>Appointment of internal auditor general</p> <p>Higher learning institutions</p> <p>Establishment of Institute of Internal</p>	<p>Political change</p> <p>Poor community adherence to government guidelines</p>
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		work at management level	Auditor in Tanzania which offers Internal Audit Courses and workshop	
12. WATER				
	<p>Availability of skilled personnel</p> <p>In-service training</p> <p>Council bylaws and legislations</p>	<p>Lack of competent contractors</p> <p>Change of management ie. transfers and retirement</p> <p>Lack of team spirit</p> <p>Distraction of Water infrastructures</p>	<p>Good sectoral policies</p> <p>Central government support</p> <p>Development partners support</p>	<p>Conflict of interest between politicians and employees</p> <p>Delayed release of funds for implementation of projects</p> <p>Change of climate</p> <p>High demand of water services</p>
13. WORKS				
	<p>Availability of skilled personnel</p> <p>Availability of vehicle for supervision</p> <p>Council bylaws and legislations</p>	<p>Lack of working tools</p> <p>Lack of competent Contractors within the District</p> <p>In-service training</p> <p>Lack of plant equipments/machinery i.e motor grade, excavator, bull dozer, roller, water bowser, tippers</p>	<p>Good sectoral policies</p> <p>Central government support</p> <p>Development partners support</p> <p>Availability of building materials</p>	<p>Conflict of interest between politicians and employees</p> <p>Delayed release of funds for implementation of projects</p> <p>Change of climate</p> <p>Conducive working</p>

		Lack of staff i.e QS, Electrical eng. Automotive Eng/Mechanical eng		environment
14.COMMUNITY DEVELOPMENT				
	Availability of skilled personnel at district level.	Insufficient of data collection system and management Inadequate resources Lack of multi- sect oral collaboration.	Existence of national policies Presence of NGOs, CSOs, and CBOs Availability trainable personnel Good governance	Inadequate staff at ward level Ignorance of community on development matters. Bad practices of culture Increased of social problems Lack of resources (material and financial)
15. PMU				
	Availability of skilled staff Availability of council policies and Legislations	Inadequacy resources Poor supervision of projects.	Availability of higher learning institutions Availability of guideline and training from Central Government	Inadequate supporting staff

<p>16. HEALTH</p>				
	<p>Availability of skilled human resources for health with clear job description</p> <p>Availability of health infrastructures</p> <p>Presence of Staff training plan.</p>	<p>Inadequate qualified Human Resources for health according to establishment</p> <p>Inadequate infrastructures i. e lack of district hospital, lack of health centers in 13 wards, and 17 dispensaries and inadequate staff houses</p> <p>Inadequate transport facilities ie vehicles for supportive supervision and mobile clinics</p> <p>Inadequate medical and non medical working tools and supplies.</p> <p>Poor data management for HMIS, record keeping , planning, and utilization of scarce resources</p> <p>Inadequate Government budget allocated for the health department</p>	<p>Presence of Development partners in health services</p> <p>Availability of contract with Health Insurance Companies.</p> <p>Readiness of community participation in health activities and project.</p> <p>Availability of good health policies and guidelines</p> <p>Existence primary health services development program</p> <p>Availability of potential trainable personnel</p>	<p>High burden of diseases and emerging diseases</p> <p>Inadequate staff</p> <p>Health budget heavily depend on external funding (Donor dependence)</p> <p>Increased number of social problems</p> <p>Long distances from residence to health facilities</p> <p>Change of government policies</p> <p>Political interference in decision making</p> <p>Rapid increase of population</p> <p>Frequency out of stock of Drugs and Medical supplies from MSD.</p> <p>Withdraw of Development partners</p> <p>Poor communication and transport system (network of rough roads impassable roads during rain seasons</p> <p>Great belief of</p>

				community on cultural practices and norms.
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CHAPTER THREE

VISION, MISSION, OBJECTIVES AND CORE VALUES

3.1. Vision

Longido District is determined to become a **Model** Council in delivering high quality socio-economic services to the Community by 2019.

3.2 Mission

To achieve sustainable utilization of resources for provision of unique quality of Socio-economic services to Longido Community

3.3 Core Values

The core values identified are as follows:-

- Proper use of available resources
- Enhanced community participation in social and economic aspects
- Strengthen and sustain team work among stakeholders
- Good governance and accountability
- High commitment in quality service delivery to the community

3.4 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 fifteen areas:

1. HIV/AIDS Control
2. Good Governance
3. Administration and Human Resources Management
4. Planning, Statistics and Monitoring
5. Works
6. Water
7. Primary and Secondary Education
8. Finance and Trade
9. Livestock and Fisheries
10. Agriculture, Irrigation and Cooperation
11. Community Development and Social welfare
12. Health
13. Lands and Natural Resources
14. Supporting Services (Bee Keeping, Environment and Sanitation, IA, Legal, ICT, PMU, Electrol Unit)

3.5 Corporate Objectives

During the period of this strategic plan, The Council strives to attain the following 9 Corporate Objectives:-

- A. Service improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti corruption strategy enhanced
- C. Access and quality social services improved
- D. Enhancing effective and efficient utilization of resources enhanced
- E. Quantity and quality of economic services and infrastructure improved
- F. Good governance and administration services enhanced

G. Management of natural resources and environment improved

H. Gender and Community empowerment improved

I. Health and social welfare services improved

CHAPTER FOUR

STRATEGIC OBJECTIVES MATRIX

4.1 INTRODUCTION

This matrix give the link between the Corporate Objectives, Strategic Objectives, performance targets, strategies, key performance indicators, means of verification as well as the responsible officer for every identified strategy. It is from this matrix that activities will be developed based on the strategies for each target. Activities will form part of the implementation of the strategies hence leading to budgeting.

4.1.1 DEPARTMENT: PRIMARY EDUCATION

Corporate Objective: PRIMARY EDUCATION SERVICES IMPROVED

S/N	Strategic Objectives	Targets	Strategies	Key performance Indicators	Means of verification	Responsible officer
1	The enrolment of standard one pupils increased	Children with 7-10 years old enrolled from 2987 to 4650 by June 2019	Village government leaders involved and villagers sensitized	Number of std 1 pupils enrolled	Enrolment report	DEO
2.	Quality of primary education improved	Number of infrastructure and learning facilities increased by June 2019	Village government leaders involved and villagers sensitized	Number of new infrastructure and learning facilities	DE/DEO report	DEO
		Number of teachers increased by June 2019 Standard 7 pass Rate raised from	Employing new Grade A Teachers	Good performance of pupils	School performance report	MOEVT

		64% to 85% by 2019				
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4.1.2 DEPARTMENT: SECONDARY EDUCATION

Corporate Objective: SECONDARY EDUCATION OPPORTUNITIES & SERVICES IMPROVED.

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Enrolment of form one pupils increased from 1172 to 2900	Construct 54 classrooms in 10 secondary schools by June 2019. Procure enough text and reference books for form one pupils for all subjects by June 2019.	Involve school boards of selected schools to plan and budget for new classes. Involve village Government leaders to sensitize people to participate fully in building new classes Involve WDC. Involve MoEVT and PMO-RALG.	54 new classes in place by June 2016. Enough text and reference books for form one pupil available 9000 form one pupils are happily studying in Secondary schools	School Admission Registers Form one classroom attendance registers.	•
2	Enrolment of form five students increased from 211 to 409	Construction of 3 "A" level dormitories with a capacity 60-64 students in 2 secondary schools, 4 class rooms and 4 science laboratories by June 2019	Involve school boards Involve village government leaders Involve Ward Development Committees Involve MoEVT and PMO-RALG	There are 211 form V students studying in A level schools in the District	Two secondary school have dormitories, classrooms and other facilities for A level secondary education School Admission registers	DSEO
3.	Services improved and HIV/AIDS infections reduced in secondary schools	Sensitize secondary school staff and students on HIV/AIDS infection in all 07 government secondary schools in the District by June,	HIV/AIDS sensitization seminars conducted to 240 staff and 6504 students	-Number of staff and students trained.	- training report	DSEO
			Paying school fees and other contribution for 40 secondary school orphans	Number of students assisted in school fees and other school	Payment Voucher	DSEO

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
		2019.		contributions		
4	Enhance, sustain and effective implementation of the Anti-Corruption Strategy.	Reduced corruption practices in secondary Education services by June, 2019.	-Conduct workshop to sensitize 183 secondary staff on Anti-corruption by June 2019..	Number of staff trained	Training report	DSEO
			-Mobilize/initiate establishment of Anti-Corruption Clubs in secondary schools by June, 2019.	Anti-Corruption clubs operating actively in secondary schools.	-List of members of Anti-corruption clubs	DSEO
5	Improved economical development of secondary education in the District	Promote school environment and its infrastructure in the District by June, 2019.	25 teachers houses, 38 laboratories, 100 pit latrines, 56 classrooms and 16 hostels constructed by June 2019	New infrastructure in place	Contractors handing over	DSEO
6	Access and quality of social services in delivery of secondary education to stakeholders improved	Improved the standard of education in 09 government secondary schools by June, 2019	Reward 05 best performing schools, 25 best/outstanding teachers and 75 best students in Forms 4 and 6 National Examination Results by June, 2019	National Form 4 & 6 Exams results	-Records of Awards given to schools and teachers. -Payment vouchers	DSEO
			- Paying capitation Grant and school meals to schools	Capitation funds allocated to schools as per directives	Payment lists	DSEO
			-Pass rate in National Exams increased in DV. I-III from 14% to 45% F. 4 and 84% of 90% for Form 6	Schools monitoring and evaluation reports. -Subject workshops reports	-Assessment records for each school	DSEO
			-Transport problems in secondary schools.	1 secondary school have transport facilities i.e have vehicle	-Procurement records -Issue vouchers	DSEO
7	Management and Administrative capacity in secondary Education Department strengthen	Departmental workers facilitated to perform their duties effectively by June, 2019	03 staff facilitated for ICT training by June, 2019	15 secondary staff attend ICT training by June, 2019	15 secondary staffs work using computers/laptops	DSEO
			training on administration skills conducted to 08 heads of secondary schools	08 heads of secondary schools are trained on	Reduced number of students and staff complains in	DSEO

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
			by June, 2019	administration skills	schools.	
			Strategic Plan updating for secondary Education by June, 2019	There is a good Strategic Plan for secondary Education	Strategic Plan is in use	DSEO
			Statutory allowances are paid and working tools provided	-Number of staff paid	Financial report	DSEO

4.1.3 DEPARTMENT: AGRICULTURE

Corporate Objective: AGRICULTURE SERVICES IMPROVED.

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Agricultural production improved	To increase maize and beans production from 500kg/acre to 800kg/acre	Increase availability of agricultural inputs	Amount of Agricultural crops produced	DALDOs' reports	DALDO
		Beans from 200kg/acre to 600kg/acre	Rehabilitation and construction of new irrigation structures at Tingatinga and Ngereyani Villages,			
		Wheat from 300kg/acre to 600kg/acre by 2019	Sensitization on the use of agro mechanization			
			Reduce post-harvest crop losses			
			Improve storage facilities	Number of farmers trained on improved storage facilities	DALDOs' report	

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
			Introduce knowledge of value addition	Number of farmers trained on value addition	DALDOs' report	
			Soil and water conservation			
			Promote production of drought tolerant crops such as Millet, Cassava			
		Research on climate change effects in the district by June 2019	Collaboration with development partners on research activities	Number of wards covered in the district	Research report document	DALDO
		Climate change adaptation measures mainstreamed in agricultural planning by 2019	Awareness creation and demonstration units to farmers	Number of farmers sensitized and number of demonstration units	DALDO's report	DALDO
2	Adverse effects of HIV/AIDS in the sector reduced	Stigma denial and discrimination reduced at the work place in 4 divisions by June 2019	Training	Reports from the affected staff	Communication with the affected	DALDO
3	Enhance sustain, and effective implementation of the national anti-corruption strategy	Complaints related to corruption reduced at work place to 0% by 2019	Training of service providers	No of complaints received	interviews	DALDO

4.1.4 DEPARTMENT: LIVESTOCK

Corporate Objective: **LIVESTOCK SERVICES IMPROVED.**

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Production of Livestock and livestock products improved	Milk production increased from 8 – 15 litres per cow per day by June 2019	Training on proper husbandry	Litres of milk production per cow/day	Reports from buying centre's Extension staff and survey and departmental reports	DVO
			Improving Artificial Insemination services	Number of cows inseminated	Departmental reports	DVO
			Increasing milk collection/buying centres	Number of new milk buying centres		
			Disease control	Number animals immunized		
				Number of working dipping centres		
				Leaflets distributed to schools and communities	DVO,s report	
	Dressed weight of slaughtered animals increased by 20 per cent by June 2019	Training on proper husbandry improve Artificial Insemination services	Dressed Weight of carcasses produced	Slaughter house reports	DVO	
	Grade hides and skins production increased from 30% to 60% by June	Training to skin and hide dressers Advising on proper use of hided preparation	% of grade I hide s and skins produced	Reports from slaughter houses and tanneries and hides and skins buyers	DVO	

		2019	equipment			
		Quantity of egg production increased from 6,500,000 to 9,000,000 by June 2019	Training on proper poultry husbandry Distribute improved chickens to farmers	Quantity of eggs produced	Market reports	DVO
2	Management and adaptation of mitigation environment strengthened	Research on climate change effects in the district by June 2019	Collaboration with development partners in research on climate change effects	Number of wards covered in the district	Research report document	DVO
		Climate change adaptation measures mainstreamed in agricultural planning by 2019	Awareness creation and demonstration units to farmers Training committee members	Number of farmers sensitized and number of demonstration units	DVO's report	DVO
3	Services improved and HIV/AIDS infection reduced	Education on HIV/AIDS provided to 80 members of staff by June 2019	Training	Training sessions conducted	Monthly reports	DVO
4	Enhance sustain, and effective implementation of the national anti-corruption strategy	Complaints related to corruption at work place reduced to 0% by 2019	Training of service providers	Number of complaints received	interviews	DVO

4.1.5 SECTION: COOPERATIVE

Corporate Objective: COOPERATIVE SERVICES IMPROVED.

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Rural financial services and marketing of Agricultural produce	5 new SACCOS established by June 2019	Create awareness and training to the community	Number of SACCOS established	Certificate issued by the Registrar	DCO

	improved	4 dormant SACCOS revived by June 2019	Training of members and non-members	Number of Dormant SACCOS revived	Monthly Reports Minutes from revived SACCOS	DCO
		4 uneconomically viable AMCOS amalgamated by June 2019	Training of members	Number of AMCOS amalgamated	Certificates issued by registrar Minutes from amalgamated society	
		37 existing SACCOS and 39 AMCOS strengthened by June 2019	Training of members, Board members and staff, Carry out regular Inspection Supervision and Auditing,	Number of SACCOS and AMCOS strengthened	Inspection and Audit report	
2.	Adverse effects of HIV/AIDS in the sector reduced	Advocacy to 10 cooperative staff, 200 society leaders and 5000 members will be performed by June 2019	Training	Number of people trained	HIV/AIDS Reports	DCO
3	Enhance sustain, and effective implementation of the national anti- corruption strategy	Complaints related to corruption at work place reduced to 0% by 2019	Training of service providers	No of complaints received	Monthly/Quartely reports	DCO

4.1.6 DEPARTMENT: WORKS

Corporate Objective: WORKS AND ROADS SERVICES IMPROVED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1.	Services improved and HIV/AIDS infections reduced	Advocacy to 25 Contractors & 41 villages' construction committees by June 2019.	- Awareness creation to contractors and village construction committees	-Number of contractors and village construction committees strengthened	-Meeting reports	DE

			-Distribution of HIV/AIDS Leaflets	-Number of contractors and village construction committees awareness created	-Meeting reports	DE
		Education and awareness disseminated to 25 Employees in work place by June 2019	Awareness creation to Employees in work place.	HIV/AIDS victims life's improved.	HIV/AIDS Reports	DE
			Conduct Training to employees in work place.	Number of Employees trained	Training reports	DE
2	Economic and development infrastructures improved.	Routine Maintenance of 216.9 km ,spot improvement of 157 km, periodic maintenance of 90km and rehabilitation works of 100km in District roads done by June 2019	Timely awards of Contracts. Village committees involved.	563.9 km of District roads accessible throughout the year.	Contract agreements, , Inspection reports and Certificates of Completion	DE
		4 staff trained on effective labour based Technology on roads, Monitoring and Evaluation by June 2019	Staff facilitated to attend training	Number of skilled staff increased	Training reports	DE
3	Enhance ,sustain and effective implementation of the National Ant – Corruption strategy	Reduce Corruption in work place to 5% by June 2019	Awareness creation and education disseminated to departmental staff and customers	Number of complains at working place reduced	-Minutes of Meetings	DE

4.1.7 DEPARTMENT: COMMUNITY DEVELOPMENT, GENDER AND CHILDREN

Corporate Objective: COMMUNITY DEVELOPMENT AND GENDER AND CHILDREN SERVICES IMPROVED.

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1.	Community department structure Strengthened	Increase number of skilled staff from 11 to 23 by 2019	Attraction ,Recruitment and retention Staff development(upgrading)	Number of staff Recruited Number of staff upgraded	Reports Certificates	DCDO DHRO
		Improve working environment from 40% -80% by 2019	Resources allocation by lobbying Collaboration with other Departments Staff promotions Proper structure of key result areas in department	Well equipped office Schedule of activities planned Establishment of KRAs	Inventory list Reports Reports	DCDO
2.	Psychosocial support for Vulnerable groups Improved	Community awareness about Child and Women Violence increased from 8% to 30% by June 2019.	Create community awareness Campaigns. Establishment of children & Women clubs in ward level. Distribute and Disseminate different child & women policies Establishment of child council from village, ward, to district level.	No of meetings conducted No. of clubs established Policies distributed The total no of child council established.	Reports	SWO WDF YD
		Provision of soft loan to special groups from 4 to 20 groups by June 2019	Establish of economic groups each ward Soft loan provision from 4 to 20 groups	Number of groups established and registered Good reimbursement	Certificate of registrations Support documents	WDF DED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
						DT DCDO
		Net working with NGOs in doing development activities from 2 to 20 NGOs by 2019	Conducting meeting with all NGOs and plan together	No of NGOs participated in the planning.	Documents	DCDO
		Improve nutritional and educational support to OVCs/MVCs from 23 to 300 by June 2019	Pay school fees Supply school uniforms and materials pay other school contributions Provide Nutritional Food	Number of OVCs supported	Reports	DCDO DEO SWO CHAC
3	Service delivery improved and HIV/AIDS infections reduced	Reduced HIV/AIDS prevalence from 1.2% to 0.0 by 2019	create community awareness campaigns establishment of WMAC and VMAC Work place intervention Ensure proper data management	Prevalence rate	Reports	CHAC DACC DCDO
		Improved status of PLWHAs from 25% to 50% by 2019	Strengthen collaboration with other stake holders Provide nutritional support Strengthen PSS corner Strengthen social groups.			
		Advocacy and political commitment strengthened to 500 leaders by June 2019.	Awareness creation to the community leaders Training of Youth drama groups	Number of community and political leaders strengthened Number of youth drama groups trained	-Training reports	CHAC DCDO
		70 IGA groups of PLHIVs, MVCs/OVCs and WIDOWs in	- Identification of Widows, PLHIV, and MVCs/OVCs	Number of widows, PLHIV, and MVCs/OVCs identified	List of Widows, Guardians PLHIV and	CHAC CDOs

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
		31 wards strengthened by June 2019.	- Economic and social support for people, families and communities affected by HIV and AIDS	Number of widows, PLHIV, guardians and MVCs/OVCs supported.	MVCs/OVCs supported	
		Programme Management including Monitoring and Evaluation implemented.	conduct quarterly monitoring and evaluation visits in 31 wards Facilitation of 2 stakeholders network meetings at council level on HIV/AIDS annually conduct annual review meeting on HIV/AIDS programmes for Stakeholders	Number of M&E visits Number of stakeholder attending the network meetings % of annual funding for HIV interventions that is spent on HIV and AIDS Monitoring and Evaluation	Reports	DCDO DPLO CHAC

4.1.8 DEPARTMENT: LAND AND NATURAL RESOURCES

Corporate Objective: LAND AND NATURAL RESOURCES SERVICES UTILIZATION IMPROVED

S/N	Strategic Objectives	Targets	Strategies	Key performance Indicators	Means of verification	Responsible officer
1	Improved access of quality and equitable Land services delivery	Statutory Land ownership increased from 550 to 5000 occupants by June 2019	Awareness creation meeting through village Government and village Assembly Survey of new Urban plots	Number of statutory and customary Land Certificates Number of Official meetings Number of Surveyed Plots/Farms	Land Certificates Minutes for the meeting	District Land Officer

S/N	Strategic Objectives	Targets	Strategies	Key performance Indicators	Means of verification	Responsible officer
2	Land Disputes reduced	Land disputes reduced from 75% to 50% by June 2019	Land tribunal Act and Land law disseminated to 41 village leaders by June 2019	Awareness creation on Land laws to village leaders and Stakeholders and village Assembly	Number of Official meetings Number of participants Number of Villages distributed with land Laws	Council Legal Officer and District Land Officer
3	Land revenue collection improved	Land Revenue collection increased from 220,000,000/= to 470,000,000/= by June 2019	Survey of new urban plots Awareness creation and sensitization to plot owners on Land rent payments	Number of new surveyed urban plots Number of Land rent payers	Surveyed plan maps Sensitization meeting minutes Land Revenue collected	District Land officer Land Surveyor
			Procurement of one vehicle	Number of vehicle procured	Vehicle procured Registration card	District Land Officer, PMU
4	Number of new planned Towns increased	Five new ward urban centres planned by June 2019	Farm survey Awareness creation meetings Boundary Identification	Number of meeting minutes Number of participants Number of ward boundaries identified	Minutes for the meeting Bounders maps Training reports	District Land Officer Town Planner Land Surveyor

S/N	Strategic Objectives	Targets	Strategies	Key performance Indicators	Means of verification	Responsible officer
5	Number of Surveyed Plots increased	Survey of urban plots increased from 2,000 to 3,500 by June 2019	Awareness creation and sensitization through village/stakeholders meeting Creation of compensation fund	Number of Official meetings Number of surveyed plots	Minutes for thel meetings Approved survey Plans	District Land Officer Town Planner Land Surveyor
6	Management of wildlife Service's improved	Incidences of Agricultural crop damage and human beings killing resulting from Wildlife reduced by 75% by June 2019	Community awareness creation Conduct Patrols against wildlife poachers Stakeholders involvement	Number of Official meetings Number of patrols Cases reported Number of people involved	Minutes available Patrols conducted Participants	DGO

S/N	Strategic Objectives	Targets	Strategies	Key performance Indicators	Means of verification	Responsible officer
7	Forest and Natural Resources improved and environmental degradation reduced	Tree planting harmonised to plant 4 million trees by June 2019 Climatic change adaptation mainstreamed by construction of 15 charcoal dams and 82 improved stoves by June 2019	Sensitization of institution CBO's and Community to establish tree nurseries To enhance environmental competition award Awareness creation to the community Solicitation of fund through PPP approach Artisan training	Number of institutions, CBOS and community leaders sensitized Number of tree nurseries Number of competitors Number of awards Number of minutes Number of participants sensitized Amount of funds obtained Development partners involved Number of trained Artisans	Minutes for the meetings Tree seedlings DFO report Competitors Prizes awarded Minutes for the meetings Participants Involved Funds obtained Artisans trained Reports produced	DFO DFO DFO DALDO
8	Collection of Revenue from Wildlife and Forest Resources improved	Revenue resources increased from 350 million to 750 million by June 2019	Entrepreneurial Sensitization	Number of entrepreneurs sensitized	Stakeholders attendance DFO and DGO report	DFO DGO DT
9	Data collection mechanism on forest, Land and Wildlife Management improved	Capacity building for 4 staffs by June 2019 Computer Procurement for 3 sectors by June 2019	Personal training Budget for training Budgeting	Number of trainees Approved budget for training Number of computers procured	Trainees Report Number of Computers in use Store ledger	DFO DGO ALO DFO DGO ALO
10	Tourism activities in Longido District	Tourism dynamics improved by	Identification of Stakeholders	Number of Stakeholders	Stakeholders Tourist	DGO DT

	improved	June 2019	Identified tourist attraction centres and activities Tourist operators identification	Number of Tourist attraction Number of Tourists	attractions Tourists	
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4.1.9 DEPARTMENT: ADMINISTRATION

Corporate Objective: MANAGEMENT AND ADMINISTRATIVE CAPACITY IN THE DISTRICT STRENGTHENED.

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1.	Services improved and HIV/AIDS infection reduced at work place	Stigma denial and discrimination reduced among 924 staff and 23 councillors by June 2019	Awareness creation on HIV/AIDS Prevention to 924 staff and 23 councillors	Number of staff and councillors trained	Training reports	DHRO
2.	Enhanced, sustain and effective implementation of the National Ant – Corruption Strategy	Reduced corruption incidence by 2019	Preparation and dissemination of clients’ service charter to all District level	Clients’ services charter in place	Number of complains in the suggestion box	DHRO
3.	Service delivery to stakeholders improved.	100 staff trained in various skills by 2019	Conduct in house training for 80 staff Facilitate 20 staff for long courses	Number of staff facilitated in various skills	Capacity building report	DHRO
		307 new staff recruited by 2019	Seek for recruitment permit from central government	New staff recruited	Staff report	DHRO
		Staff facilitated to perform their duties effectively by 2019	Improve motivational mechanism for staff	Team spirit enhanced	Staff report	DHRO
			Reward best workers yearly	Improved performance	OPRAS	DHRO

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
			Provision of working tools	Staff motivated to perform their duties effectively	OPRAS, Minutes of full Council meetings	DHRO,DED

4.1.10 SECTION: INTERNAL AUDIT

Corporate Objective: INTERNAL CONTROL SYSTEM AND QUALITY ASSURANCE ENHANCED.

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Internal Audit unit performance improved	Number of skilled personnel increased from 3 to 6 by 2019.	Recruitment of skilled and competence staff	Number of skilled staff recruited.	Personal files. Physical presence.	DIA/DED
2	Audit quarries from CAG office reduced	Audit quarries reduced from 12 to 4 by 2019	Improve internal control system.	Audit standards and Finance laws used/applied.	Audit reports	DIA/DT/HODs
		Number of audited villages increased from 20-41 villages by 2019	Auditing village accounts and projects	Number of villages audited	Number of audit reports available	DIA
		41 village executive officers empowered by 2019	Training VEOs and WEOs	Number of VEOs and WEOs trained.	Training reports	DIA/DHRO
		Primary schools audited increased from 15-38 by 2019	Auditing primary schools	Number of schools audited	Audit reports	DIA/DEO (B)
			Training school committees	Number of school committees trained	Training report	
Development projects audited	Performing value for	Number of Development projects	Audit reports	DIA/DPLO/HODs		

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
		Increased from 70-200 by 2019	money audit	audited		
			Training community projects management committees.	Number of project committees trained	Number of community project management committee trained	
		Secondary school audited increased from 4-8 by 2019	Auditing secondary schools	No of secondary schools audited	Audit reports	DIA
			Training secondary accountants and supply officers	Number of accountants and supply officers trained.	Training reports and Certificates	DIA/DT/DEO (Sec)
		Audited health centres increased from 1-2 and dispensaries from 6-19 by 2019	Auditing health centres and dispensaries	No of health centres and dispensaries Audited.	Audit reports	DIA
			Training health centres and dispensary committees	No of health centres and dispensary committees trained	Training reports and Certificates	DIA/DMO

4.1.11 SECTION: PROCUREMENT AND MANAGEMENT UNIT

Corporate Objective: PROCUREMENT MANAGEMENT AND SUPERVISION OF DEVELOPMENT PROJECTS IMPROVED.

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Working environment improved	Locates in to a suitable Office by June 2014	Engage Works and Administration departments to provide a suitable Office	Availability of suitable Office Efficient and effective delivery of Services	Physical presence of the Office	PMU/DE/DED
2	Enhance, sustain and effective implementation of	Reduced corruption at work places by	Awareness creation and education	Corruption cases reduced	Number of Complains received in	PMU

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
	the National Ant corruption strategy	June 2019	dissemination to staff and suppliers		the suggestion box	
3	Procurement management unit empowered.	Number of skilled personnel Increased from 2 to 7 by 2019.	Recruitment of skilled procurement staffs.	Number of recruited procurement staffs.	Personal file Physical presence of personnel.	PMU.
		Number of computers Increased from 1 to 7 by 2019.	Procurement of 6 computers.	Number of computers purchased.	Stores ledger Physical presence of Computer purchased	PMU
		Number of office furniture Increased by 2019.	Procurement of office furniture.	Number of furniture purchased.	Stores ledger Physical presence of furniture purchased.	
		Provision of realistic procurement specifications from user departments from 2014 to 2019.	Training user departments	Compliance to PPA 2004, PPR 2005 and Public procurement regulation for LGAs 2007.	Training reports	PMU

4.1.12 SECTION: LEGAL UNIT

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Services improved and HIV/AIDS Infections reduced	Advocacy to staff within the Unit and others by June 2019	Awareness creation and campaign	Staff sensitized	Meeting report	LEGAL OFFICER
2	Enhance, sustain and effective implementation of the National Ant corruption strategy	Reduced corruption at work places by June 2019	Awareness creation and education dissemination to staff and stakeholders	Corruption cases reduced	Complains in the suggestion box, number of cases filed in the Court of Law	LEGAL OFFICER
3	Legal unit empowered.	Number of skilled personnel Increased from 1 to 2 by 2019.	Recruitment of skilled Legal Officer	Number of recruited Legal Officer	Personal file Physical presence of personnel.	LEGAL OFFICER

4.1.13 SECTION: HEALTH

Corporate Objective: INCREASE ACCESSIBILITY TO HEALTH SERVICES BASED ON EQUITY AND GENDER BALANCED NEED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Staffing level improved.	Enhanced staffing level from 41% to 100% by June 2019	Training available staffs Recruitment of staffs	Number of staff recruited Number of staff upgrading in their profession	Personnel report of recruited staff DHIS report	DMO
2	Health infrastructure improved.	One district hospital constructed by June 2016 5 staff houses built from 2017 to June 2019	Construction OPD, administration, IPD block To built staff houses	Number of OPD, administration and IPD blocks built Number of staff houses built Number of staff with houses	Engineer report on constructed building Certificates of completion of construction from relevant authorities Physical presence of the new buildings	DMO
3	Dispensaries Infrastructure improved	4 new dispensaries constructed in order to increase the number of dispensaries from 24 to 28 by June 2019	Construction of RCH , OPD and staff houses Establishing Partnership with FBOs facilities	Number of dispensaries building constructed	Engineer report on constructed building Certificate of completion of construction from authorities Physical presence of the new buildings	DMO

4	Medical equipment, medicines and hospital supplies Improved	Sustainable availability of medical equipment, medicines and hospital supplies from 65% to 100% by June 2019	Efficient procurement of medical equipments, medicines and hospital supplies Increasing cost sharing collection, CHF and NHIF Timely submitted report and request for medical equipment, medicines and hospital supplies To enter into contract with other suppliers in case of out of stock from MSD	Amount of medicines procured Number of patient treated with full dispensed with appropriate medicines Number of procedure performed	Pharmacy store Ledger report Sales invoices and delivery note Dispensing register	DMO
5	Reproductive and Child Health Services Improved	Vaccination coverage increased from 94% to 100% by 2019	Increasing number of mobile clinics sites from 16 to 25 and outreach service from 12 to 20	Vaccines coverage Number of mobile clinics route conducted	Monthly/quarterly reports of vaccinated children Reports on number of advocacy awareness and meeting conducted	DMO
Cold chain management maintained			Number of gas cylinders refilled and supplied to health facilities	Temperature chart sheet and tag reports	DMO	
Procure one motor vehicles for mobile clinics			Number of motor vehicles procured	Tender document and requisition letter	DMO	
		Maternal Mortality rate decreased from 74/100,000 to 50/100,000 by 2019	Increasing Number of personnel with BemoC/LSS/ComoC	Number of Maternal Mortality (MM) Number of HRH trained on BemoC/LSS/ComoC	RCH reports	DMO

4.1.14 DEPARTMENT: WATER.

Corporate Objective: WATER SERVICES IMPROVED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1.	Water Service improved	Advocacy to 6 contractors & 42 village water committees by June 2019.	Awareness creation campaign to contractors and village water committees	Number of Contractors and village water committees Sensitised	Meeting reports	DWE
2	HIV/AIDS infections reduced	Education and awareness dissemination to 7 employees in work place by June 2019	Distribution of HIV/AIDS Leaflets	Number of Contractors and village water committees Sensitised	List of leaflet distributed	DWE
			Awareness creation campaign to employees in work places	Number of Employees awareness created	HIV/AIDS victims life's improved	DWE
			Conduct Training to employees in work places	Number of Employee trained	-Training reports	DWE
3	Access and quality social services improved	Number of people getting safe and clean drinking water increased from 47,215 to 92,365 by June 2019	Awareness creation to the community and Village water committees	Number of people and village water committee Sensitised	Minutes of meetings DWE's reports	DWE
			Identification of water sources and quality analysis	Number of water sources identified	Minutes of meetings DWE's reports	DWE
		4 staff facilitated on training of effective Monitoring and Evaluation by June 2019	Staff facilitated to attend training	Number of skilled staff increased	Training report	DWE

		Promotion of good sanitation, hygiene and appropriate household water treatment practices by 2019	- Education and awareness creation to the communities	Number of waterborne disease cases decreased	District Health officer report	DWE
4	Enhance ,sustain and effective implementation of the National Ant – Corruption strategy	Reduce Corruption in work place to 5% by June 2019	Awareness creation and education disseminated to departmental staff and customers	Number of complains in suggestion box reduced	Minutes of Meetings Corruption reports	DWE

4.1.15 DEPARTMENT: FINANCE AND TRADE DEPARTMENT

Corporate Objective: COLLECTION AND MANAGEMENT OF LDC FUNDS IMPROVED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1	Revenue collection increased.	Revenue collection increased from Tsh1.184million to 1.300 million by June 2016.	Awareness creation to tax payers.	Amount of money collected	Number of key stakeholders involved.	DT
			Training to VEOs and WEOs on revenue collection skills.	Number of VEOs and WEOs Trained.	Training reports	
			Recruitment of skilled accountant.	Number of accountants Recruited.	Personal files and physical presence of personnel.	DT
			Outsourcing revenue sources.	Improvement of revenue collection	Contract documents	DT
			Identification of new revenue sources	Identified new revenue sources	Financial report	DT

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
2	Financial statements improved	Timely preparation and submission of financial statements quarterly and annually	Training staff on preparation of final financial statement skills.	No of staff trained. Clean Audit report from CAG	Training reports CAG report	DT
3	Budget preparation improved	Prepared budget approved By 28 th Feb each year.	Training of staff on budgets preparation.	No of accountants trained	Training reports	DT
			Facilitation of working tools	Facilitation tools procured	Stores ledger	
4	Management of Debtors and Creditors Improved	Timely collection of debtors and payments to creditors each year	Create awareness to debtors and creditors. Extend credits only to Credit worth clients and procurement on credits to strictly guided by PPR policies and Laws	Trends of debtors collections and creditors payments	Age wise reports of Debtors and Creditors.	DT

4.1.16 DEPARTMENT: PLANNING

Corporate Objective: COMMUNITY PARTICIPATION IN PLANNING PROCESSES

ENHANCED

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
1.	Management capacity on development plans enhanced	Data collection, analysis, Interpretation and storage systems to continuously be improved and upgraded by June 2019	Train 2 staff on data collection, analysis, storage, and interpretation.	Number of staff trained	Training reports	DPLO
			Procure software for data analysis	Data analysis software installed	Availability of analysed and updated data	DPLO
			Internet installation at the council's head office	Internet services available	Availability of efficient and effective Internet services	DPLO

S/N	Strategic Objectives	Targets	Strategies	Key performance indicators	Means of verification	Responsible officer
			Train 150 staff on data collection techniques.	Number of staff attended training	Training reports	DPLO
		16 WEOs and 41 VEO's trained on development planning process by June 2019	Conduct training on development planning process at lower levels	Number of staff trained on Planning process	Ward Development Plan Document	DPLO
		25 (Head of Departments & 10 Councillors) members of District M&E team trained on effective M&E techniques by June 2019	Train members on M&E	Number of members of M& E attended different courses	M& E reports	DPLO
		3 planning staff to attend refresher courses by 2019	Set budget for training activities	Number of staff attended short courses	Training Certificates Course attendance registry	DPLO
			Set budget for training activities	Number of staff trained on career development	Performance improved	DPLO

CHAPTER FIVE

MONITORING AND EVALUATION

Monitoring is the reality check, meaning that all the setbacks and challenges should be discussed. In monitoring stage there must be the identification of the participants that will be considered when challenges and setbacks occur in order to overcome them. Furthermore consideration will be to look on set indicators to see whether they result into desired outcome or not.

Evaluation is a process which attempts to critically, systematically and objectively determine the worth of Strategic Plan, whether it is proposed, ongoing or completed. The SP will be monitored through implementation of Departmental targets that are correlating with those mentioned in the District Strategic Plan.

The evaluation process will consider the use of outside expertise to evaluate and give opinion on the initiative and its progress and contributions but the participants should be allowed to give their opinion on the outcome as individual and as group.

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. The likely challenges that are anticipated to be facing this process are:

- ❖ Availability of financial resources
- ❖ Full participation by individuals and group as a whole (including other stakeholders)
- ❖ Political changes
- ❖ Management changes.

The recommendation to make effective and efficient implementation of SP:

- ❖ Adherence review of the SP for the interval stated.
- ❖ The prepared Strategic Plan should be used properly by Heads of Departments and Heads of sections in order to achieve the objectives of the Longido District Council

- ❖ The comprehensive District plans and budget should adhere to District Strategic Plan.
- ❖ Effective team work.