
MSALALA DISTRICT COUNCIL

**MEDIUM TERM ROLLING STRATEGIC PLAN FOR
THE YEARS 2013/14-2017/18**

MSALALA DISTRICT COUNCIL

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NOV 2013

LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BRN	Big Result Now
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
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
NGOs	Non-Governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
OPRAS	Open Performance Review and Appraisal System
O&OD	Opportunities and Obstacles to Development Plan
PMO	Prime Minister's Office
PMU	Procurement Management Unit
SACCOS	Saving and Credit Cooperatives Societies
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa
VEO	Village Executive Officer
WEO	Ward Executive Officer

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STATEMENT OF THE COUNCIL CHAIRPERSON

It gives me great pleasure and hope to present the first Strategic Plan (SP) for Msalala District Council for the period 2013/2014 – 2017/2018. First I would like to acknowledge the hard work and commitment shown by all staff in the preparation of this strategic plan. This plan has set out the vision, mission, core values and objectives of Msalala District Council for the next five years commencing December, 2013 through December, 2018. It also outlines the strategies and targets to achieve the strategic objectives of the Council for the coming five years.

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 Msalala District and other stakeholders. We believe that they all have a role to play in enhancing the performance of Msalala District Council.

This document has been prepared in line with the Five years National Development Plan (2011/2012 – 2015/2016), National Development Vision 2025, National Strategy for Growth and Poverty Reduction (NSGPR II/MKUKUTA II), Ruling Party Manifesto (Chama cha Mapinduzi-CCM) of 2010, The current National Strategy of Big Results Now (BRN) and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual.

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 Msalala District Council and stakeholders to fully commit themselves in the implementation of the strategic plan aiming at achieving the vision of our Council.

HON. MIBAKO LUGALILA MABUBU

CHAIRPERSON

MSALALA DISTRICT COUNCIL

STATEMENT FROM THE COUNCIL EXECUTIVE DIRECTOR

I would like to present a new SP of Msalala District Council for the years 2013/14 – 2017/2018. May I take this opportunity to extend my gratitude to all stakeholders who have participated in the formulation of this SP. I extend my sincere gratitude to the Council's chairperson, Hon. Mibako Lugalila Mabubu, the Honorable Councillors, Heads of Departments and Units and other functionaries of the Msalala 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 Targets and Strategies are presented in a Matrix form.

The preparation of this SP was done by referring to various National Policies and Strategies including the Five years National Development Plan (2011/2012 – 2015/2016), the National Development Vision 2025, CCM Election Manifesto of 2010, National Strategy for Growth and Reduction of Poverty (NSGRPII/MKUKUTA II), MDGs, the current National Strategy of Big Results Now (BRN) 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 *'A council which is capable in providing quality and sustainable social and economic services to the people by 2018'*. Our Mission is *"To provide high quality socio- economic services to the community through*

efficient and effective use of 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

**PATRICK KARANGWA CHARLES
DISTRICT EXECUTIVE DIRECTOR
MSALALA DISTRICT COUNCIL.**

EXECUTIVE SUMMARY

The Msalala District Council was established by the Act of Local Government No. 7 of 1982. It was announced in the Government Gazette on 31st August 2012 by GN. Na. 286. The Msalala District Council came into operation on the 1st day of July, 2013. The main function of Msalala District Council is to provide better social and economic services to the people of Msalala District.

The strategic plan for the period December 2013 to December 2018 takes the challenges and issues identified during strategic planning processes. The plan is

divided into five main chapters and two annexes. Chapter One contains Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the Vision, Mission, Distinctive Competencies and Core Values. Chapter Four covers the Strategic Plan Matrix for Msalala 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 Msalala District Council and names of participants in the stakeholders' workshop.

The vision for Msalala District Council is *to be a council which is capable in providing quality and sustainable social and economic services to the people by 2018*". The mission of Msalala District Council is *"To provide high quality socio-economic services to the community through efficient and effective use of available resources"*. The plan articulates council's core values, strategic goals, departmental objectives, strategies and targets for each Department.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

This Strategic Plan (SP) covers five years period from December 2013 and ending December, 2018. The Msalala District Council is charged with the responsibility of providing better social services to the community of Msalala district like health, water, education, roads and environmental protection. It also has the function of facilitating development through creation of conducive environment for the Private

Sector to contribute to Socio – Economic development.

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 Five years National Development Plan (2011/2012 – 2015/2016), the Vision 2025, Ruling Part Election Manifesto of 2010, National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) and other National policies and strategies including BRN and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual. Two workshops were conducted one involved Heads of department and Units and the other one involved stakeholders.

The process of developing this plan involved undertaking situation analysis. This process involved self assessment, stakeholders analysis, Strengths and Weaknesses, which are internal to the council, as well as, identifying Opportunities and Challenges which are external to Msalala 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, strategies and targets.

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 Msalala District Council Administration and Management, staff and other stakeholders in order to enhance their collective contribution in attainment of core functions of the Council. The strategy has been prepared in accordance to government format of strategic plan document and the content of the strategy stands

as major reference materials for the implementation, monitoring and evaluation of Council activities in the period 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 Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the the Vision, Mission, Distinctive Competencies and Core Values. Chapter Four covers the Strategic Plan Matrix for Msalala 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 Msalala District Council and Names of participants in the stakeholders' workshop.

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CHAPTER TWO

2.0 SITUATION ANALYSIS

This Chapter presents a short description of Msalala District Council, its mandate, roles and functions, and the existing vision and mission statements. The chapter provides results of stakeholder analysis, Strengths, Weaknesses, Opportunities and Challenges before identifying recent initiatives and critical issues for the plan.

2.1 General Information

2.1.1 Location, Boundaries and Area

Msalala District is among the four districts in Shinyanga Region and Msalala District Council is one among the six councils in the region which are Kishapu, Shinyanga Municipal, Shinyanga Rural, Kahama Town Council, Ushetu and Msalala. The council was established from the former Kahama District Council. The district lies between latitude 3⁰15" and 4⁰30" south of Ikweta and Longitude 31⁰30" and 33⁰00" east of Greenwich.

The district borders Geita region to the north and to the south it borders with Tabora region. To the west, the district borders with Shinyanga district and to the west it borders Kahama Town Council. Administratively Msalala district has 2 Division, 18 Wards, 92 Villages and 389 Sub-villages.

The district occupies an area of 263,520.2 hectares (2,635.52 km²) which is equivalent to 5.2% of the total area of Shinyanga region i.e 50,781 km².

2.1.2 Population Size and Growth

According to the 2012 Population and Housing Census Msalala district had 250,727 people out of which 122,234 were males and 128,493 were females.

2.1.3 Education

There are 87 primary schools in the district out of which 85 are government schools and 2 are privately owned. There are 51,295 pupils in government primary schools out of which 25,188 are boys and 26,107 are girls. In private schools there are 257 pupils of which 124 are boys and 133 are girls. The district has 14 government secondary schools.

2.1.4 Health

There are two (2) Government Rural Health Centres and 16 Government Dispensaries in the district. The district has no hospital

2.1.5 Water

The district has 5 water piped scheme (2 under construction), 295 shallow-wells, 18 deep-wells

2.1.6 Road network

The total road-network in the district is 715 km of which 25 km are tarmac road, 205 km are gravel and 485 km are earth-feeder roads.

2.1.7 The District Economy

The main economic activities in Msalala district are Agriculture, Livestock keeping, Mining and small business. About 85% of all people in the district depends on agricultura and livestock keeping.

2.2 Mandate

The Msalala 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. It was announced in the Government Gazette on 31st August 2012 by GN. Na 286. The Msalala District Council came into operation on the 1st day of July, 2013.

2.3 Roles and Functions

The major role of Msalala District Council is to facilitate development through creation of conducive environment for the Private Sector to contribute to Socio – Economic development. The roles and functions of Msalala District Council are divided into two groups namely, basic functions and general functions as stipulated in Local Government Act No. 7 of 1982 section 111 as follows:

1. To ensure and facilitate the existence of peace, tranquility and good governance in the Council
2. To enhance social and economic development to all communities living in the Council
3. To legitimately confer its political, financial and administrative authorities to lower levels of villages and wards
4. To develop and enhance participation of the people through democratic principles in making decisions on matters that affect them
5. To innovate sources of income and other sources of wealth creation to enable the council develop capacity for the provision of sustainable services and enhance financial accountability of the council to its stakeholders

2.4 Existing Vision and Mission

The vision and mission statements that guided Msalala district council's operation in the first four months were as follows

2.4.1 Current Vision

A well educated community with better livelihood by the year 2013

2.4.2 Current Mission

Mission statement of the district is to provide high quality social economic services to the community through efficient and effective use of resources and good governance for improving living standard

2.5 Stakeholders Analysis

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

S/ N	Name of Stakeholder	Service offered by Msalala District Council	Stakeholder Expectation
1	The Community	1.To facilitate their access to quality social and economic services 2.Habitable environment 3.Information on council's activities	1.To get quality and timely services 2.To get information and various report from the Council 3. Timely response to questions and queries
2	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

3	Council staff	<ol style="list-style-type: none"> 1.To put in place conducive environment for staff 2.To provide them with working tools 3.To translate and implement staff scheme of service 4.Provide staff remuneration and motivation 	<ol style="list-style-type: none"> 1.To be given their employment benefits and other legal payments 2.To see that their working environment have been improved 3. Timely response to questions and queries
4	NGOs	<ol style="list-style-type: none"> 1.To provide technical supervision 2.To provide advices 3.To put in place conducive environment for the NGO to operate 	<ol style="list-style-type: none"> 1.To access a conducive environment for collaboration and cooperation 2.To get quality services 3.To access information from the Council
5	SHINYANGA RS	<ol style="list-style-type: none"> 1.Information on council's operations/ activities 2.Reports on development projects funded by Central Government 3.Implementation of policies 	<ol style="list-style-type: none"> 1.Timely submission of quality reports and information 2.Timely and quality reports on development projects 3.Timely submission of audit reports
6	PM-RALG	<ol style="list-style-type: none"> 1.Information on council's operations/ activities 2.Reports on development projects funded by Central Government 3.Audit reports 4.Special reports 	<ol style="list-style-type: none"> 1.Timely submission of quality reports and information 2.Timely and quality annual performance reports 3.Timely submission of audit reports and special reports

7	MDAs	<ol style="list-style-type: none"> 1.Information on council's operations/ activities 2.Annual and periodic performance reports 	<ol style="list-style-type: none"> 1.Timely submission of quality reports and information 2.Timely and quality annual performance reports
8	Central Government	<ol style="list-style-type: none"> 1.Implementation of policies and guide line provided 2.To link the central government and community 3.To advice as and when required 	<ol style="list-style-type: none"> 1.The council will implement its policies/guidelines 2.That the council provides quality services to the community 3.Get information and reports from the council
9	Financial Institution NMB/SACCOS	<ol style="list-style-type: none"> 1.To put in place a conducive environment for the institutions to operate 2.To educate the community on the importance of these financial institutions 	<ol style="list-style-type: none"> 1.To be effectively involved in the council development process 2.To receive information and reports on time 3.Increase in customers
10	Development Partners (DP)	<ol style="list-style-type: none"> 1.Provide conducive environment for investing 2.Linking the investors with the community 3.Provision of technical advice 	<ol style="list-style-type: none"> 1.To access and utilize the conducive environment for investing 2.To be able to get appropriate cooperation in discharging their their responsibilities 3.To avail and use available information as and when required
11	Communication Institutions (TTCL,AIRTEL,VOD ACOM and TIGO)	<ol style="list-style-type: none"> 1.A conducive environment for operating is provided 2.To educate the community on the need for the services provided by the communication Institutions 	<ol style="list-style-type: none"> 1.The community will continue to use their services 2.To receive and use information provided by the council

12	Councillors	<ol style="list-style-type: none"> 1.To present various implementation reports 2.To be remunerated each month 3.Full collaboration and cooperation with council staff 	<ol style="list-style-type: none"> 1.To avail their remuneration and motivation timely so as to subsist 2.To receive the needed information and report timely
13	Business community	<ol style="list-style-type: none"> 1.Provision business license 2.Establishment of business places 3.Business consultancy 4.Ensuring security among businessmen 5.Provision of laws, regulations and guidelines 	<ol style="list-style-type: none"> 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
14.	Mass Media	<ol style="list-style-type: none"> 1.Information on council's operations/ activities 2.Answers to questions and queries raised 	<ol style="list-style-type: none"> 1.Timely and accurate information on council activities 2.Timely response to questions and queries 3.Good cooperation and recognition
15	Religious Institutions	<ol style="list-style-type: none"> 1.A conducive worship environment 2.Avail them with information 	<ol style="list-style-type: none"> 1.Cooperation and collaboration 2.Timely provision of Information

2.6 SWOC Analysis

Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

The SWOC Analysis was done by using participatory methods which involved Management Team of Msalala District Council and Different Stakeholders during the Strategic Planning Process. Analysis was done by looking at the strengths and weaknesses which are internal factors which influence Msalala District 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 which included leadership, human resource, process to deliver services, policies and strategies, financial resources and technology. The results of the SWOC Analysis for Msalala District Council are as summarized in the following table:

Criteria	Strengths	Weaknesses
Leadership	<ol style="list-style-type: none"> 1. Presence of committed and Experienced leaders 2. Presence of strong leaders 3. Conducting of periodic meetings 	<ol style="list-style-type: none"> 1. Inadequacy of knowledge and skills on administration and management to some of the leaders 2. Inadequate working tools
Human Resource	<ol style="list-style-type: none"> 1. Presence of skilled and unskilled personnel 2. Team work spirit 3. Committed and dedicated human resource 4. Presence of staff training programme 	<ol style="list-style-type: none"> 1. Inadequate human resource in some departments 2. Presence of some unqualified staff 3. Low motivation 4. Inadequate office working tools
Processes to deliver services	<ol style="list-style-type: none"> 1. Ability to provide quality service timely 2. Ability to offer tender and high quality service 3. Ability to provide guidelines and instruction 4. Accountability and transparency 	<ol style="list-style-type: none"> 1. Untimely payment to service providers 2. Inadequate communication among departments 3. Inadequate working tools 4. Inadequate database management system
Policy and strategies	<ol style="list-style-type: none"> 1. Presence of District Profile 2. Government commitment to plans and budget 3. Presence of bylaws, directives, rules and regulations 	<ol style="list-style-type: none"> 1. Absence of some basic information concerning the District 2. Inability to translate policies and strategies correctly

Financial Resources	<ol style="list-style-type: none"> 1.Availability of reliable and strong sources of revenue 2.Presence of strong mechanism for financial management 3.Presence of qualified staff in financial matters 	<ol style="list-style-type: none"> 1.Few sources of revenue 2.Under collection of Revenues
Technology	<ol style="list-style-type: none"> 1.Presence of different system for communication 2.Presence of few qualified professional staff to cope with changing technology 	<ol style="list-style-type: none"> 1.Inadequate professional staff 2. Absence of data management system 3.Inadequate working tools
The community	<ol style="list-style-type: none"> 1.Presence of training institutions 2.Cooperation available from different stakeholders 3.Existing peace and tranquillity 	<ol style="list-style-type: none"> 1.Low education status 2.Presence of negative cultural traits

Criteria	Opportunities	Challenges
Leadership	<ol style="list-style-type: none"> 1.Government stability 2.Support from Central Government 3.Availability of training Institutions 4.On-going public service reform 	<ol style="list-style-type: none"> 1.Willingness of political leaders to support development activities 2.Political influence on technical issues 3.Delay in decision making

<p>Human Resource</p>	<p>1.Availability of human capital in the labour market 2.Government support 3.Availability of training institution to impart knowledge 4.The on-going public service reforms</p>	<p>1.Limited budget 2.Political influence 3.HIV/ AIDS pandemic 4.Effective use of technical assistance 5.Maintaining gender balance 6.Available training materials and the council' s needs</p>
<p>Processes to deliver services</p>	<p>1.Availability of various process technologies in the market 2.The on-going public sector reform 3.Availability of Public Procurement Act and Public Finance Act 5.Support from Central Government</p>	<p>1.Limited budget 2.Low awareness among stakeholders on council payment procedures 3.Poor infrastructure 4.Adherence to laws, rules and regulations</p>
<p>Policy and strategies</p>	<p>1.Presence of Local Government Act of 1982 2.Presence of defined Policies and guidelines from Central Government 3.Presence of MKUKUTA II 4.Presence of Vision 2025 5. Presence of Ruling Party Election Manifesto</p>	<p>1.Frequently changes in policies and strategies 2.Changes in policy priorities 3.Low awareness among council staff on policies, directives, rules and regulations</p>
<p>Financial Resources</p>	<p>1.Support from the Government 2.Presence of financial institutions 3.Support from Development Partners</p>	<p>1.Maintaining sufficient and continuous flow of funds 2. High interest rates charged by financial institutions 3.Insufficient incentives and motivation packages</p>

Technology	1.Availability of modern technology in the market 2.Presence of training institutions to build capacity of staff in changing technology 3.The on-going public sector reform	1.Capacity to cope with changing technology 2.Change of technology frequently
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2.7 Recent Initiatives

Though the Council started to operate without a Strategic Plan a number of achievements have been recorded by Msalala District Council as follows:

1. The Council has managed to collect Tshs. 51 Million from internal sources of revenue from July to November 2013
2. Seven primary schools have been given Tshs. 6,300,000/= for construction of Toilets
3. One deep well at Isaka has been rehabilitated at Tshs. 14,000,000
4. One mono pump has been purchased at Tshs. 50Million and installed at Mwakata- Isaka
5. Road network has been increased from Bulige to Kashishi 9km, Kashishi to Mwamboku 13km, and Chela to Nundu 9km at a cost of 1.1Billion
6. The Council has managed to renovate temporary offices of the Council at Kahama Town
7. The Council has managed to survey an area for car park at Isaka
8. Site plan for expansion of Bugarama dispensary to be Health Centre have been prepared
9. The Council facilitated the exercise of compensation to people of Kakola

Number nine and Ilogi to allow mining activities to continue

10. Rehabilitation of solar power at Lunguya and Segese dispensaries have been done
11. District profile is in final stages
12. Training to 82 Village Executive Officers and 16 Ward Executive Officers on O&OD planning Methodology have been done

2.8 Critical Issues for this plan are:

The following issues are very critical to Msalala District Council and need to be addressed in the strategic plan of 2013/2014 – 2017/2018:

1. Shortage of staff and working tools
2. Absence of permanent buildings for the Council
3. Improving health services in the district
4. Improving quality of education and water services in the district
5. Improving productivity both in agriculture and livestock
6. Implementation of Big Result Now (BRN)

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 Msalala District Council for the period 2013/2014 – 2017/2018.

3.1 Vision

‘A council which is capable in providing quality and sustainable social and economic services to the people by 2018’.

3.2 Mission

Mission statement of the district is “To provide high quality socio-economic services to the community through efficient and effective use of available resources”

3.3 Long-Term Goals

In order to realize its vision and mission Msalala District Council’s 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 Msalala District Council:

1. Availability of rice of high quality in Shinyanga Region
2. Presence of reliable infrastructure/ roads which are passable throughout the year
3. Presence of tap water in many villages from Lake Victoria
4. Presence of dry port of Isaka
5. Presence of International market for Rice at Bulige
6. Presence of Bulyanhulu Gold Mine
7. Presence of road connecting neighbouring countries of Burundi, Rwanda and Uganda

3.5 Values

The operationalisation of the Msalala District Council vision and mission is guided by the following values:

(a) Best resource utilization

Msalala DC is an organization that values and uses public resources in an efficient, economic and effective manner.

(b) Excellence

Msalala DC staff undertakes their activities objectively, maintain highest degree of professionalism and ethical standards, building value added relationship with

customers and stakeholders to deliver quality services.

(c) Objectivity

Msalala DC is an important council offering advisory services and technical support to our customers in an objective and unbiased manner.

(d) People's focus

Msalala DC focus on stakeholder's needs by building a culture of customer care and having competent and motivated workforce

(e) Team work.

Staff of Msalala DC value team work, putting together diverse expertise to achieve the goals of the Council.

CHAPTER FOUR

4.0 STRATEGIC GOALS, STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS

The Strategic Plan Matrix for Msalala District Council is presented based on different strategic goals from which area of operation or department concern is identified with its strategic objective. Strategies and Targets to achieve the departmental objectives are presented in the plan matrix. The strategic planning process came up with six strategic goals and several strategic objectives for each department as indicated from section 4.1 to section 4.6.

4.1 Strategic Goal One

To ensure that services related to General Administration, Audit of Council assets, legal services, procurement and ICT are efficiently and effectively provided

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
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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	<p>1. Construct permanent offices at Council headquarter by December 2018</p> <p>2. Equip offices with modern furniture and equipments by 2018</p> <p>3. Twenty (20) village offices and ten (10) ward offices rehabilitated/Constructed by 2018</p>
		Ensure DED's office with adequate financial resources to support different functions and meetings	<p>1. Adequate financial resources ensured by June 2018</p> <p>2. All full Council and committee meetings conducted by 2018</p> <p>3. Official trips of DED within and outside the country assured by 2018</p>
4.1.2 Administration and Human Resource Management	To ensure adequate, qualified and motivated staff at all levels in the district.	Ensure Msalala district with adequate, qualified, and motivated staff.	<p>1. Adequate and qualified staff recruited by 2018</p> <p>2. Conducive working environment improved by 2018</p>
		Supervise implementation of staff remunerations to promote effectiveness and efficiency of district staff.	<p>1. Staff remunerations supervised by 2018</p> <p>2. Motivation to hard workers provided by 2018</p>

		Ensure training to council staff to improve their knowledge related to their work	1.50 staff trained in different courses by 2018 2.Seminars and workshops conducted by 2018
		Ensure implementation of Open Performance Review and Appraisal System	Open Performance Review and Appraisal System (OPRAS) conducted annually
		Provide modern equipments, software and transport facilities to departments	1.Modern equipments and software facilities acquired by June 2018 2.Three motor vehicles procured by 2018
4.1.3. Legal Affairs	To ensure that the district implement its activities in accordance of laws, regulations and existing guidelines	Facilitate Village Government in the preparation of by laws	1.Council by laws prepared by June 2014 2.All relevant laws, regulations and guidelines made available to the council annually
		Ensure both leaders and executives at the council, ward and villages levels are aware with laws, guidelines and by-laws	1.Village leaders in all 82 Villages trained on legal matters by December 2018 2.Number of complains for community living close to mining areas reduced from 59 to 20 by December 2018 3. Village Land conflicts reduced from 60 to 20 by December 2018

4.1.4 Procurement Management Unit (PMU)	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	1. Procurement plan prepared annually 2. Procurement audit quarrel minimized from 30% to 10% by December 2018
		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 December 2017
		Prepare and submit procurement report quarterly and annually	Procurement report prepared and submitted quarterly and 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	1. Audit and inspection framework to the district financial transactions in place by June 2014.
		Ensure effective and timely financial auditing and inspection of reports	1. Financial auditing and inspection for each department for 6 accounts conducted by June 2018 2. Weekly audit in receipts books conducted by December 2018
		Equip internal audit unit with modern equipments and software	Internal audit unit equipped with modern equipments and software by 2018

		Increase number of audited projects in the district	All projects in the district audited by 2018
4.1.6 ICT	To provide technical expertise and services on application of ICT	Coordinate preparation of ICT strategic plan, guidelines and procedure	1. ICT strategic plan, guidelines and procedure prepared by 2018 2. To increase use of ICT from 2% to 10% by December 2018
		Coordinate development of ICT standards at the Council	1. Development of ICT standards coordinated by 2018 2. Education on ICT provided to Council staff by December 2018
		Facilitate acquisition of software and hardware at the Council	Software and hardware acquisition ensured by 2018
		Ensure use of ICT in accessing information	1. Council website prepared by June 2015 2. At least 10% of all staff pursue further studies through distance learning

4.2 Strategic Goal Two

To Facilitate District Development by utilizing available resources efficiently and effectively for reduction of both income and non-income poverty in the district.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
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<p>4.2.1 Planning</p>	<p>1. Planning and coordination mechanism in the District enhanced</p>	<p>Ensure council plans are prepared by using O&OD planning methodology</p>	<p>1. O&OD planning methodology training conducted to 82 Village Executive Officers and 16 Ward Executive Officers by 2018</p> <p>2. Village plans prepared by using O&OD methodology by 2018</p> <p>3. Participatory planning and decision making ensured to 82 Villages by June 2018</p>
		<p>Supervise and coordinate departmental activities in the council regularly</p>	<p>1. Departmental activities supervised regularly.</p> <p>2. Coordination and advise on socio-economic activities enhanced to 16 wards by June 2018</p> <p>3. Review of PLANREP conducted to 13 Heads of department and 6 heads of section by December 2018</p>

		Coordinate and Prepare project implementation reports	Project implementation reports prepared by 2018
		Coordinate and supervise collection of reliable statistics in the district	1. Effective and reliable statistics of 82 Villages collected and maintained by June 2018 2. Proper analysis of collected data done by June 2016
		Improve planning and budgeting skills among council leaders and staff	1. 25 leaders trained in budgeting skills by June 2015. 2. 13 Heads of Departments and 6 Head of Sections trained on plan and budgeting skills by June 2015 3. Two (2) staff in planning Department trained on long courses by December 2017

	<p>2.Emergence preparedness and disaster management enhanced</p>	<p>Provide training on emergence preparedness and disaster management in the district</p>	<p>1.Training to 20 Council staff on emergence preparedness and disaster management conducted by December 2018</p> <p>2.Training to communities from 16 wards on emergence, preparedness and disaster management conducted by December 2018</p>
		<p>Ensure availability of emergence preparedness tools</p>	<p>Emergence preparedness tools procured by December 2018</p>
<p>4.2.2 Finance</p>	<p>To improve revenue collection and ensure viable spending of council financial resources</p>	<p>Ensure council revenues are adequate and effectively to support district financial demands</p>	<p>1.Five (5) new sources of revenue identified by December 2018</p> <p>2. Council revenue increased from ... to ... by 2018</p>

		Facilitate financial department with modern equipments, software and transport facilities to meet modern financial systems requirements.	<p>1.Finance department equipped with modern equipments and software by 2018</p> <p>2.One (1) vehicle acquired by June 2016</p> <p>3.EPICOR system installed by June 2016</p>
		Ensure proper records on revenues and expenditure.	<p>1.Proper records on revenues and expenditure maintained by December 2018</p> <p>2.Clean Audit report assured by December 2018</p>
		Ensure capacity building to finance staff	Five (5) staff in Finance department trained by June 2017

4.3 Strategic Goal Three

To ensure best social services are provided in the district to meet the demand of all stakeholders

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.3.1 Education	To improve quality of education in primary and secondary schools in the district.	Achieve qualified and adequate number of teachers in primary schools in the district	1.289 qualified teachers recruited by December 2018 2. 50 teachers houses constructed by December 2018
		Facilitate achievement of adequate number of primary schools in the district	1.Number of primary schools increased from 85 to 100 by December 2018 2.Number of pre-primary schools increased from 76 to 85 by December 2018
		Facilitate achievement of adequate number of desk and office furniture in primary in the district	1. 4871 new desks acquired by December 2018 2.Adequate number of office furniture in primary schools acquired by December 2018
		Facilitate achievement of adequate and high quality latrines in primary schools	Adequate and high quality latrines in primary schools acquired by December 2018
		Raise performance in standard seven examinations	Performance of pupils in standard seven examination raised from 59% in 2012 to 85% by December 2018

		Increase number of secondary schools in the district	Number of secondary schools increased from 14 to 20 by June 2018
		Raise performance of students in form four national examination	Performance of students in form four national examination raised by 50% by June 2018
		Facilitate all secondary schools to be equipped with laboratories	1. Number of laboratories increased from 13 to 23 by December 2018 2.Laboratory equipments purchased by December 2018
		Facilitate achievement of adequate number of desk and office furniture in secondary schools in the district	1.Number of desks increased from 600 to 1000 by December 2018 2.50 teachers houses constructed by December 2018
		Improve academic qualifications of staff	1.94 teachers trained to degree level by December 2018 2.Two (2) staff at Council level trained to Master Degree by December 2018 3.Ten (10) seminars to heads of secondary schools conducted by December 2018

		Improve cultural and sport activities in the district	Cultural and sport activities improved in all schools by December 2015
4.3.2 Health	To improve access, quality and equitable health and social welfare services delivery to the community of Msalala District	Improve quality of health services in hospitals, dispensaries and health centres	1.Number of dispensaries increased from 14 to 32 by December 2018 2.Number of Health Centres increased from 2 to 6 by December 2018
		Ensure constant availability of essential medicines and medical supplies	1.Constant supply of medicines, equipments and medical supplies at dispensaries increased from 93% to 100% by December 2018 2. Constant supply of medicines, equipments and medical supplies at Health Centres increased from 95% to 100% by December 2018

		<p>Ensure significant reduction of number infant, child and maternal mortality in the district</p>	<p>1. Under five mortality rate reduced from 25/1000 to 18/1000 by December 2018</p> <p>2. Maternal mortality rate reduced from 580/100,000 to 193/100,000 by December 2018</p> <p>3. Academic professional competences and capacity building to 40 staff strengthened by December 2018</p> <p>4. Number of Community Health Workers trained on Maternal, new borne and child health increased from 0 to 60 by December 2018</p>
		<p>Improve HIV/AIDS diagnosis, care and treatment and reducing infection rates</p>	<p>1. Awareness creation to community on HIV/AIDS increased by December 2018</p> <p>2. HIV incidence rate reduced from 6.3% to 5% by December 2018</p>

		<p>Improve environmental sanitation and hygiene at household level, schools, public places in all villages</p>	<p>1.Sanitation and hygiene improved to all villages by December 2018</p> <p>2.Proper solid and liquid waste collection and disposal increased from 37,628 tonnes to 38,865tonnes for solid and from 83,375litres to 97,500,000 litres for liquid waste by December 2018</p>
4.3.3. Water	To improve access and availability of clean and safe water services to all people in the district	Increase access of water supply in the district	<p>1.Access to safe and clean water services improved from 47% to 65% by December 2018</p> <p>2.Number of shallow wells increased from 420 to 700 by December 2018</p> <p>3. 97 deep wells rehabilitated by December 2018</p>
		Reduce the distance of collecting water from homestead to water points	<p>1.Distance to water points reduced from 100m to 400m by December 2018</p> <p>2.Number of domestic water points increased from 56 to 90 by December 2018</p> <p>3.Seven (7) water points at Isaka rehabilitated by December 2018</p>

		Provide education on rain water harvesting to the community	<p>1. Education on rainwater harvesting provided by June 2015</p> <p>2. 15 rain water harvesting tanks constructed by December 2018</p>
		Capacitate water committee and encourage establishment of new water committee	<p>1. Water committee in all villages formed and trained on water management by June 2016</p> <p>2. Number of Village water funds increased from 120 to 300 by December 2018</p> <p>3. Contribution to water funds increased from 2000 to 5000 per month by December 2018</p>
		Provide education on environment and sanitation to the community	<p>1.50 Community Water and Sanitation Organization trained by December 2018</p> <p>2. All water sources in the district protected by December 2018</p>

4.3.4 Community Development, Social Welfare and AIDS Control Unit	To improve services and reduce HIV/AIDS infection in the community	Increase community participation on reducing new HIV infections	1.Awareness creation on HIV/AIDS to the community conducted by June 2015 2.HIV/AIDS infection reduced from 6.3% to 5% by December 2018 3. Protective gears (Condoms) distributed to Health Centres and Dispensaries by December 2018
		Capacitate the community on implementation of cross cutting issues	1.20 meetings on fighting HIV/AIDS conducted by December 2018 2.17 staff in the Department capacitated in fighting against HIV/AIDS
		Facilitate preparation of village plans using O&OD	1.82 VEOs and 16 WEOs capacitated on O&OD annually 2.Village plans prepared by using O&OD by December 2018

		Encourage formation of economic groups in order to get soft loans	<p>1. Training on formulation of economic groups conducted to 30 villages by December 2018</p> <p>2. 30 economic groups formed by December 2018</p>
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4.4 Strategic Goal Four

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

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
4.4.1. Agriculture and Irrigation	To increase the production of food and cash crops to ensure food security and income for farmers	Facilitate use of appropriate technology in agriculture	<p>1. Extension services to 82 villages provided by December 2018</p> <p>2. Use of appropriate technology in agriculture assured by June 2018</p> <p>3. One (1) District Agriculture Resource Centre established by December 2018</p>

		Increase production of food and cash crops in the district	<p>1.Crop production increased from 3 tonnes per acre to 6 tonnes per acre by 2018</p> <p>2.Post harvest losses minimized by 50% by December 2018</p>
		Facilitate strategic expansion of use of irrigation potentials to increase agriculture productivity	<p>1.Three (3) Irrigation infrastructure constructed by December 2018</p> <p>2.Training on proper use of water for irrigation provided to Irrigators Association by December 2018</p>
		Advocate district and ward agriculture officers to acquire transport facilities	Increase number of motor cycles from ... to ... by December 2018

4.4.2.Livestock	To increase productivity of livestock products and ensure they contribute to development of people and district at large	Improve livestock extension services and strengthen livestock infrastructure	<p>1. Livestock extension services improved by December 2018</p> <p>2.Utilization of improved pasture and pasture seeds promoted to 82 Villages by December 2018</p> <p>3.Proper land utilization for sustainable livestock production ensured by December 2018</p> <p>4.Cattle mortality due to tick borne diseases reduced from 65% to 50% by December 2018</p>
		Facilitate use of appropriate technology in livestock keeping.	<p>1.One (1) breeding centre in the district established by December 2018</p> <p>2.Number of charcoal dams increased from 5 to 15 by 2018</p>
		Facilitate increase of Veterinary services in all villages	Veterinary services in all villages increased 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	1.Number of cooperatives increased from ... to ...by December 2018 2. SACCOS's access to financial and banking services expanded by December 2018
		Conduct auditing to cooperatives and SACCOS in the district	50 cooperatives and 50 SACCOS audited by December 2018
		Train staff on book keeping skills	100 staff on Cooperatives and SACCOS trained on book keeping skills by December 2018
		Promote entrepreneurship skills and practices among producers and businessmen	1.Entrepreneurship skills and practices promoted by December 2018 2.Number of entrepreneurs increased by December 2018
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 December 2018.
		Provide license to traders according to country's policy	200 new license to traders provided by December 2018
		Facilitate establishment of industries.	5 Small industries for rice processing established by December 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 December 2018
		Facilitate expansion, quality and market of SMEs in the district	Expansion of Small Micro Enterprises (SMEs) facilitated by December 2018
		Recruit qualified staff in the department	Two (2) Qualified staff recruited by June 2016
		Increase revenue collection in the district	Revenue collection increased from to by December 2018
4.4.5 Environment and Natural Resources	To facilitate sustainable use of natural resources in the district and ensure districts' natural resource benefits local people.	Facilitate and campaign local people participation in natural resource management	1.To establish and improve 20 natural forest in the district by December 2018 2.To establish tree nursery in 20 Villages by 2018
		Provide education on sustainable use of natural resources	1.Education on sustainable use of natural resources provided to 82 Villages by 2018 2. Both local and foreign hunting of animals supervised by 2018

4.4.6 Bee-keeping	To promote Bee-keeping activities and productivity	Promote Modern Bee-keeping, honey and wax production	1.Modern Bee-keeping, honey and wax production promoted by December 2018 2. Marketing strategy for bee products prepared by June 2015
		Ensure reliable information for people engaging in honey production	1.Reliable data ensured by June 2016 2.Council Revenue from Honey and Wax production increased to 5Million by December 2018
4.4.7 Fishing	To promote sustainable fishing practices and productivity.	Provide education for establishment of new aquacultures farms	Education on aquaculture fishing provided to 10 villages by December 2018
		Facilitate establishment of new aquaculture farms in villages of Msalala district	New aquaculture farms established in 10 villages by June 2018
		Improve fishing technologies and access to modern fishing gears in the district	Fishing technologies and access to modern fishing gears improved by June 2015
		Recruit adequate and qualified fishing officials.	Two (2) qualified fishing staff recruited by June 2016

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	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.	1. District, wards and villages master plan prepared by December 2018 2. 30 villages have land use plan by 2018
		Provide education to the community on Land Act No. 5	1. Education on Land act No.5 of 1999 provided to community by 2018 2. Number of land use conflicts reduced by 50% by 2018
		Ensure all district residents with equitable access to land.	1. 5000 plots surveyed and distributed to people for residential and business by June 2017 2. Supervision of the implementation of Town plan ensured by 2018

		Ensure village boundaries are clearly known	1.Village boundaries are clearly demarcated and known by December 2018 2.Full registration of New formed Villages ensured by December 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 December 2018
		Mobilize internal funds to rehabilitate district and feeder roads at gravel level	All District roads are passable throughout the year by December 2018
		Provide education on HIV/AIDS and use of ARV on construction sites	Education on HIV/AIDS provided to workers on sites by December 2018
		Ensure safety of roads signs in all roads in the district	District roads maintained by December 2018
4.5.3 Railway	To facilitate proper use of railway line in 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 December 2018
		Ensure safety of equipments in railway line	Safety of Equipments in railway line ensured by December 2018.

		Promote Participatory security and care of railway network in the district	Community police and traditional security for railway line ensured by December 2018.
4.5.4 Telecommunication	To improve and expand communication services within and outside the district	Collaborate with Telephone companies to promote reliability of their services in the district	Reliability of telephone services in the district assured by December 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

4.6 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 Council plans and operations.

Area of Operation/ Department	Strategic Objective(s)	Strategies	Targets
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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 December 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 December 2018
		Facilitate larger access of HIV/AIDS preventive gears	Access of HIV/AIDS preventive gears increased by December 2018
4.6.2 Governance	To ensure the Council abide to the rule of law during implementation of its obligations	Ensure principles of good governance are mainstreamed in sectors operations	Principles of good governance mainstreamed in sector operation by December 2016

		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 December 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 December 2016
		Link with financial institutions to support special groups such as disabled, women, youth and elders in the district	Special groups in the district supported by December 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	1.Environmental Impact Assessment for all projects conducted 2.All projects inspected 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 July 2014
		Engage and support tree planting campaigns.	Tree planting campaign supported from July 2014
		Facilitate awareness on environment conservation and good farming practices.	Awareness on environment conservation practices facilitated starting from July 2014
4.6.5 Gender	To improve social welfare, gender and community empowerment	Ensure availability of quality services to special groups	1.Quality services to special groups in 16 wards assured by December 2018 2. People with disability, orphan and vulnerable children assisted by December 2018

		Facilitate gender equality in access to education.	1. Gender equality in education assured by December 2018 2. Training on the importance of education to children provided to 16 ward leaders by December 2018
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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 Msalala 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 Msalala District Council institutional structure, it is advisable that a Planning Department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Departments and Units/Sections shall be responsible for the day to day implementation of the Strategic Plan with a helping hand from the key stakeholders.

5.2 Monitoring

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the Planning Department to the organs representing the Community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 5.1 shall guide the format of the progress reports.

Table 5.1: 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 Msalala 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

4.4 Review

Plan review is important in order to remain focused in realizing the Msalala 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.

4.5 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 Msalala District Council Management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Msalala 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