



**PRIME MINISTER'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

**NYASA DISTRICT COUNCIL
STRATEGIC PLAN
2015/2016 - 2019/2020**

P.O.BOX

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Mbambabay.

2015

CHAPTER ONE

BACKGROUND INFORMATION AND THE STRATEGIC PLANNING PROCESS

1.0 Introduction

Nyasa District was established on 8th March 2013 through Government Gazette No. 87 (in effect on 09.05.2013), having been demarcated from Mbinga District. The District headquarters is Mbambabay and construction work has commenced. Residents of Nyasa District view being split from relatively wealthy Mbinga as an opportunity, and not as a disadvantage.

1.1 Geographical location

Nyasa District Council was established on 8th March 2013 under the Local Government Act No. 7 of 1982, with Local Government Notice No.87. Nyasa district lies on the South Eastern shores of the famous Lake Nyasa. It is located between latitudes 10⁰15' South and 11⁰34' South and longitudes 34⁰24' East and 35⁰28' East. Nyasa District borders Mozambique to the South, Malawi to the West, Mbinga and Songea districts to the East, and Ludewa district to the North.

1.2 Land Area

Nyasa District covers a total area of 3,811 square kilometres (km²) out of which 2979 square kilometres or 78.17 per cent is water (the area covering Lake Nyasa) while the remaining 832 square kilometres or 21.83 per cent is land shared by both urban and rural activities.

1.2.1 Land Utilization

According to the district's land use inventory, in 2014 urban land in Nyasa District Council was occupying a small portion of (6.9%) of the district's total land area. This implies that out of the district's total land area of 832 square kilometres, only 264.59 square kilometres of land was under the urban activities. The remaining proportion was accommodating agriculture, villages and other uses/activities. Table 1 below provides a summary of different land uses.

Table 1: Land Utilization/(Existing Land Use Components) in Nyasa District Council, 2014.

	Type of Land Use	Area coverage		
		Square km	hectares	(%)
	Existing Urbanised Area	264.59	-	6.90
	Existing village land	467.59		12.30
	Forests	223.19		5.85
	Fisheries	2,979		78.16
	Game Reserves	570.99	57,099	
	Land Potential for Agriculture	1,506	150,600	
	Existing Land under Agriculture	756	75,600	
	Land potential for Irrigation	106	10,600	
	Existing Land under Irrigation	4.03	4,030	
	Industrial	0.437	43.7	
	Open spaces	3.8	380	
	Special areas			
	Commercial			
	Transport and communications			
	Hazard/difficult land			
	Total			

Source: Nyasa District Council, 2015.

1.3 Climate

Rainfall pattern in Nyasa District is unimodal with average annual rainfall of 1200mm. The rainy season is from December to April, while the rest of the year is dry. The average maximum temperature is between 29 to 31 degrees centigrade, while the average minimum is between 19 and 23 degrees centigrade. Sometimes temperature goes as low as 13 degrees Celsius during the cold season in June, July and August in higher altitudes such as Tingi Ward.

1.4 Topography

In terms of topography, the Livingstone mountain range forms the main divide leading to narrow stretches of lowland to Lake Nyasa. Mpepo division occupies the mountain range, jutting out from the mainly lowland area. The range is source to rivers which empties water into Lake Nyasa, apparently the only source of the lake water throughout Nyasa District. Perennial rivers in the district include Ruhuhu, Lukali, Liweta, Ngano, Lumumba, Mnywamaji, Ndumbi, Yola, Nkalachi, Yungu, Mbuchi, Mbawa, Lwika, Luhekei and Chiwindi.

1.5 Population Characteristics

According to the 2012 Population and Housing Census, Nyasa District has 146,160 inhabitants of whom 71,392 (48.8 percent) are male and 77,442 (51.2 percent) are female. At 15.75 percent of the total district population, Tingi Ward appears to have a larger population size in the district, followed by Kingerikiti Ward with 10.8 percent of the total district population size. Ngumbo Ward is the least populated in Nyasa District, with only 2.69 per cent of total population.

Distribution of the same in all the Wards is given in Table 2 below:

Table 2: Population of Nyasa District Council by Sex, Average Household Size and Sex Ratio

Serial No.	Ward	<u>Population (Number)</u>		Average Household Size	Sex Ratio
		Total	Male		

		Female				
	Total	146,160	71,392	74,768	4.7	95
1	Liparamba	9,673	4,868	4,805	4.5	101
2	Tingi	23,028	11,711	11,317	4.9	103
3	Chiwindi	7,084	3,421	3,663	4.8	93
4	Mtipwili	7,102	3,361	3,741	4.5	90
5	Kingerikiti	15,875	7,680	8,195	5.0	94
6	Luhangarasi	7,970	3,811	4,159	4.8	92
7	Kilosa	7,816	3,764	4,052	4.5	93
8	Mbambabay	10,066	4,811	5,255	4.3	92
9	Lipingo	8,945	4,379	4,566	4.5	96
10	Liuli	12,611	6,058	6,553	4.4	92
11	Kihagara	10,321	4,998	5,323	4.9	94
12	Ngumbo	3,933	1,921	2,012	4.6	95
14	Mbaha	6,972	3,406	3,566	5.0	96
15	Lituhi	9,858	4,750	5,108	4.5	93
*16	Lumeme					
*17	Linga					
*18	Mpepo					
*19	Mipotopoto					
*20	Upolo					

Source: 1. Population and Housing Census 2012

*2. DED, Nyasa District Council, 2015. These are new wards sub-divided from the existing ones, hence population figures not available.

1.6 Administrative set up

Nyasa District Council is divided into divisions, which are then further sub-divided into Wards, Villages council authorities, and Vitongoji (hamlets) (the smallest government administrative unit). The District Council has autonomy in its geographic area. Nyasa District Council coordinates the activities of the township authorities and

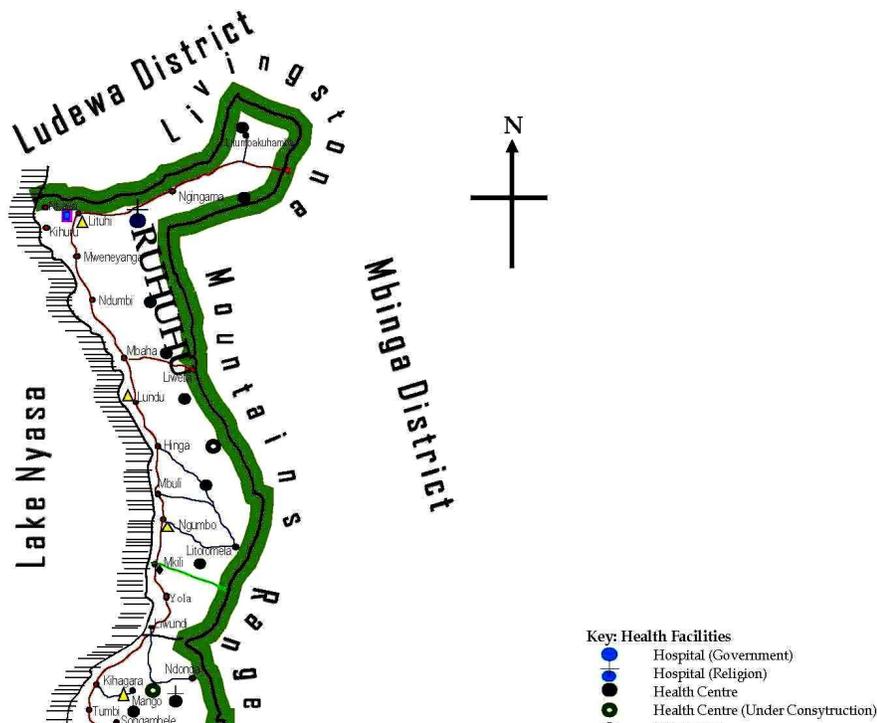
village councils, which are accountable to the district for all revenues received for day-to-day administration. The village and township councils have the responsibility for formulating plans for their areas.

The District has 3 Divisions, (Mpepo, Ruhekei and Lituhi); 20 Wards, 84 Villages and 425 hamlets. The district has 31,146 households, with an average household size of 4.7.

Table 3: Summary of Administrative Set up

Number of Divisions (Tarafa)	03
Number of Wards (Kata)	20
Number of Villages (Vijiji)	84
Number of Hamlets (Vitongoji)	425
Number of Small Towns (Miji Midogo)	04
Number of Constituencies (Majimbo)	01
Average distance from village to village	06 km

Map 1: Nyasa District Council



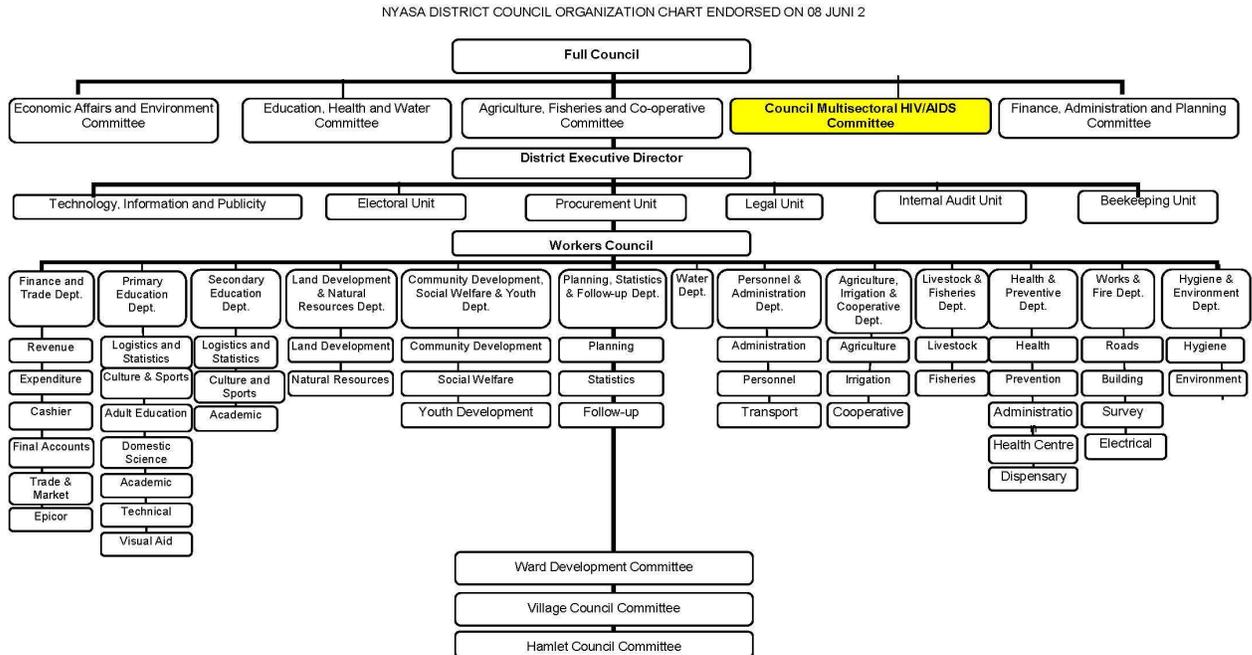
1.7 Management Team

Nyasa District Council Management Team is a multi-disciplinary and multi-sectoral organ. The day-to-day activities are run by the Council Management Team. The Nyasa DC management is headed and led by the District Executive Director (DED) who is assisted by the Heads of Departments (HoDs): Apart from the Heads of Departments, the DED is also assisted by the following Units namely, Procurement, Legal, Audit, Beekeeping, Electoral, and Information and Communication Technology. At the Ward and Village level the DED is supported by Ward Executive Officers (WEOs) and Village Executive Officers (VEOs).

Organisational Structure of Nyasa District Council

The organization structure of Nyasa District Council consists of 13 Heads of departments and 6 Heads of Units as shown in the organisational structure below.

Figure 1: Nyasa District Council Organization Structure



1.8 Functions of Departments

- **Administration and Human Resources**

- (i) Apply Human Capital Management Information System (HCMIS) in the council's general administration
- (ii) Facilitate performance of HR activities e.g. hiring new employees, effecting promotion, data cleaning and termination, staffing levels, training and development, performance monitoring, social and welfare issues and employee counseling.
- (iii) Oversee working facilities, office accommodation, transport facilities, computer facilities, anti-corruption initiatives and good governance.

- **Finance and Accounts**

Responsible for the overall financial management especially the core activities - daily payments, collection of revenue and proper maintenance of books of accounts, preparation of monthly, quarterly and annual financial reports; amendment of salary and collection of exchequer issues; supervision and visits; accounts staff training and respond to audit queries and challenges which affect the smooth operationalisation of its functions.

Trade section

- (i) Coordinate implementation of the National Trade Policy in the District
- (ii) To register all eligible businesses in the District
- (iii) To issue business licenses in accordance with Business License Acts of 1972 and 1980.
- (iv) To educate various entrepreneurs on the best way of organizing and doing their businesses

• **Planning Statistics and Monitoring Department**

- (i) Facilitate coordination of development projects for delivery of quality services to the community of Nyasa district council
- (ii) Facilitate preparation of Council Development Plan and Budget
- (iii) Monitoring and supervisory support to local levels to enhance implementation of development projects
- (iv) Provision of quality and timely information/reports to respective bodies
- (v) Facilitate participatory planning by engaging the community in identifying and tapping opportunities, implementing and supervising development projects
- (vi) Mobilize internal and external resources to finance the implementation of development projects

• **Community Development, Social Welfare and Youth Department**

- i) To enable the communities to identify, plan and assess the development plans and initiatives
- ii) To motivate the communities to do away with the outdated norms which hinder the overall aimed socio-economic development
- iii) To sensitize the communities on Community Development and Social welfare issues, women and children, youths and groups with special needs e.g. disabled, old aged ,
- iv) To collaborate with NGOs, CBOs and FBOs and all stakeholders on Development and Social Welfare issues so as to raise the standard of living and for better life
- v) To enhance on the social functions, employment opportunities to youths and poverty reduction processes.
- vi) Sensitizing the establishment and management of villages Day-care and for home crafts and nutrition centres.
- vii) Liaise with stakeholders on the best ways of delivering service to women youth and groups with special needs e.g. orphans, people with disability and aged people.
- viii) Establishment of the mechanism for mobilizing revolving funds and provision of loans to economic groups of women and youth.
- ix) Collaborating with other stakeholders in sensitizing communities on prevention of spread of HIV/AIDS and to impart knowledge to people with disability and HIV/AIDS reduction

- **Department of Agriculture, Irrigation and Cooperative**

- Agriculture and Cooperative**

- (i) Collaboration with non –governmental organizations and public entities involved in the production, processing, and marketing of agricultural produce.
 - (ii) Coordinate and monitor the extension program within and outside the Council.
 - (iii) Coordinate Ministry’s policies and its implementation at the district level.
 - (iv) Ensure agricultural and cooperatives projects donors are involved in reviewing policies and advise accordingly.
 - (v) To coordinate marketing of agricultural produce and ensure timely availability of agricultural inputs
 - (vi). Improve coordinating of extension services undertaken by government and non -governmental organizations

- (vii) Ensure proper coordination of national programs on extension services, research, training , and access to inputs and markets
- (viii) To allocate one agricultural extension professional to every *village to ensure that each one is serving area he/she can manage*
- (ix) To promote establishment of primary cooperative unions.
- (x) To collect and analyze markets statistics in the district.
- (xi) To advice on management of primary cooperative unions.

Irrigation Section

- (i) Supervise the implementation of irrigation projects in cooperation with the Zonal irrigation engineer
- (ii) Encourage the establishment of irrigation groups in the District.
- (iii) Advise the Zonal Irrigation on Irrigation issues in the district.
- (iv) Cooperate with Irrigation Engineers in professional activities like , testing the quality of water and soil in the fields of irrigation (water and soil studies), making estimation of the amount of water (water balance study), managing the establishment and development of irrigation schemes (Formulation and Development of Irrigation schemes), and applying Comprehensive Irrigation guidelines.
- (v) Collaborating with the private sector to develop irrigation schemes in the district.

• Department of Livestock and Fisheries Development

Fisheries Section

- i. To implement National Fisheries Policy
- ii. Strengthening fisheries resource management and utilization (including reduction of post harvest losses), value addition and marketing, protection and law enforcement;
- iii. Promoting effective development of the aquaculture industry.
- iv. Promote elimination of destructive and illegal fishing practices

- v. Coordinate and Manage conservation of the lake ecosystem
- vi. Support formation and operation of Beach Management Units (BMUs)

Livestock Section

- (i) To prepare short and long term plans and programs for control and eradication of livestock diseases in the District;
- (ii) To supervise collection, record keeping, analysis and disseminate livestock statistics in the District;
- (iii) Coordinate, supervise, and evaluate investigations of livestock diseases in the District;
- (iv) Evaluate costs and benefits of various livestock health programs in the District;
- (v) Supervise and control outbreak of livestock diseases in the District, including instituting quarantines ;
- (vi) Investigate and follow-up outbreaks of livestock diseases in the District.
- (vii) Enhance production and productivity of livestock qualitatively and quantitatively.

Water Department

- (i) Provision of water supply services to the communities in Nyasa District council through -Project planning, designing, construction operation and maintenance.
- (ii) Provide Support to community in the management of the water supply services for sustainability by -Coordinate and facilitate the establishment of COWSOS (Community Owned water Users Organization)
- (iii) Support communities in the operation and maintenance of constructed and handed over projects
- (iv) Implement sector policies and laws for the sustainability of water resources
- (v) Cooperate with other stake holders in the sector development.

- **Works Department**

- Roads section**

- (i) Supervision of construction of roads, bridges and culverts in the district.
 - (ii) Provide professional advice and Supervision of construction works for government and public institutions buildings

- Workshop Section**

- (i) Carries out routine maintenance of motor vehicles and plants.
 - (ii) Advices and monitors the process of procurement of motor vehicles and plants.

- **Land and Natural Resources Department**

- Town Planning Section**

- (i) Urban Planning layouts design for unplanned and planned settlements,
 - (ii) Urban planning layout checking and Local Authority Submission for approval.
 - (iii) Data collection for new plans development, Collection and scrutiny of change of land use and plots subdivision
 - (iv) Collect and resolve land use conflict issues,
 - (v) Translation of Policies, Acts and Regulations regarding land development.

- Land Section**

- (i) Translation of policies, Acts and regulations regarding land development.
 - (ii) Land Management and controlling and conflicts, Provision of "Survey Instructions, Mortgage and disposition,
 - (iii) Submission of deed plan preparation request to survey and Mapping's section Provision of Residential licenses and certificate of occupancy

Survey and Mapping

- (i) Undertaking Survey Works, Computations and preparation of Computation files
- (ii) Checking "Survey Computation files and Submitting for approval to the Director of Survey and Mapping.
- (iii) Data on "Survey and Mapping" Control and Keeping,
- (iv) Deed plans preparation, Deed plans signing, Boundaries re-establishment

Valuation

- (i) Preparation of Valuation Roll according to government Act.
- (ii) Real and Estate Property Valuation

Forestry Section

- (i) To coordinate tree planting campaign and preserve natural and planted forests in the District
- (ii) To oversee implementation of all legislations pertaining to forests
- (iii) To participate in conducting training programmes on reforestation and preservation of existing forests.
- (iv) To promote sustainable harvesting of forests and forest products
- (v) To plan and coordinate collection of forests statistics.

• Primary education Department.

- (i) To co-ordinate and supervise the whole teaching activities, examinations, release examination results for standard IV and VII national examinations.
- (i) To make follow up of inspectorate reports and make rectification to all short falls mentioned
- (ii) Co-coordinating and supervising students registrations, participation until they complete their primary education
- (iii) Directing and coordinating starting/commencing to register public and private schools

- (iv) Making sure that all school infrastructures are constructed through the accepted values and vocational training centres.
- (v) Preparing, collecting and investigating data and send them on time.
- (vi) Co-coordinating and supervising all activities of Adult Education in Tanzania (COBET), Integrated Community Based Adult Education (ICBAE) Domestic Science in schools ,training and all activities under Adult Education carried out by the Ministry of Education and Vocational Training Institutions, government and non-government organizations in the District Council
- (vii) To make sure that each school has sport fields measured under the government order.
- (viii) To make sure that each school has competent and qualified teachers.

Statistics and Logistics Section

- (i) Co-coordinating and to direct students registration, attendance up to their completion of primary education
- (ii) Directing and co-coordinating starting and registration of public and private schools
- (iii) Co-coordinating and directing the purchasing of facilities of each section in the department.
- (iv) To prepare, to collect different data of educational department statistics and sending them on time
- (v) To make sure that all school buildings are constructed according to the national acceptable measures.

Adult Education Section

To coordinate and supervise all activities of Adult Education including complementary Basic Education in Tanzania (COBET) (Stage I and II) Integrated Community Based Adult Education, Domestic Science in schools, training and all activities under Adult Education carried out by the ministry, Institution, government.

- **Secondary education**

- (i) To implement national secondary education policies, Government notices, directives, and educational programs and projects: SEDP
- (ii) To supervise collection of funds contributed by students in government schools pertaining to school fees and other contribution according to government directives in secondary education cost shearing policy.
- (iii) To suggest the distribution of government funds in government schools for school meals and capitation according to the number of students and the nature of school being day or boarding.
- (iv) To supervise expenditures and quality of service and goods provided in schools.
- (v) To supervise and forward transfers of teachers, non-teachers, and students of all categories within the district and out of the district
- (vi) To allocate and reallocate teachers in government secondary schools within the district council in their first appointment and long services.
- (vii) To plan for in-service training programs for teachers and non-teachers in secondary schools.

- **Hygiene and Environment**

- (i) Prevention, detection and control of environmental hazards which affect human health.
- (ii) Ensure water safety,
- (iii) Carry out inspections to all business activities that can potentially affect human health such as restaurants, food vendors, pharmacies, bars, hair salons, cosmetics, abattoirs, hospital equipment, etc.
- (iv) Solid Waste management
- (v) Ensure environmental pollution control
- (vi) Ensure occupational health and safety at work places in the district
- (vii) Provide health and hygiene education to the public
- (viii) Undertake environmental health inspections
- (ix) Conduct surveys and research on environmental matters

- **Health Department**

Health department is one among thirteen departments of the Nyasa District Council. The department has three functional sections namely:

- (i) **Preventive**
- (ii) **Curative**
- (iii) **Monitoring and Evaluation;**

With an overall aim of promoting, preserving the health status of the Nyasa District population

- **Procurement Management Unit**

- (i) Preparation of annual procurement plan
- (ii) Procurement of goods, works and services
- (iii) Reporting, supervision, job training for Procurement Management Staff
- (iv) Advertisement of tenders, expression of interests for offering services and publications.

- **Legal Unit**

- (i) Provide legal advice for the purpose of achieving good governance
- (ii) Management of contracts with respect to procurement and development projects
- (iii) Giving legal opinions to by-laws and regulations
- (iv) Monitoring.

- **Information and Communication Technology Unit (ICT)**

- (i) Coordinate the provision of expertise and services on ICT to support processes within the council as well as other stakeholders,
- (ii) Preparing ICT policy and guidelines in accordance with the National ICT Policy
- (iii) To guide ICT users on how to use ICT equipment and its applications.

- **Internal Audit Unit**

- (i) Institute internal controls,

- (ii) Ensure proper, efficient and effective utilization of public resources.
- (iii) Advise on financial and operational processes, procedures, controls, related risks, and exposures.
- (iv) Reviewing accounting systems and Internal controls.
- (v) Examining financial and operating information for Management, including detailed testing of transaction and balances.
- (vi) Reviewing the economy efficiency and effectiveness of operations and of the functioning of non-financial controls.
- (vii) Review implementation of corporate policies, plans, & procedures.
- (viii) Special investigation.

1.4 Methodology

The Strategic Plan has been developed in accordance with the Tanzania Development Vision (Vision 2025), the Big Result Now Initiatives (2013), The National Strategy for Growth and Reduction of Poverty II (MKUKUTA II), the Public Service Reform Programme Phase II (PSRP II), and the Post-Millennium Development Goals (MDGs). The Plan was prepared in a participatory approach involving Head of Departments of the Nyasa DC, Finance and Governance Committee of the Council, Tingi Ward Executive Committee, Full Council Meeting of the Nyasa District Council and other stakeholders. The process included consultations with several stakeholders including staff of the Nyasa DC. This availed them with an opportunity to freely contribute some ideas on the Plan and help the Consultants to establish the issues of major concern, priority and therefore constitute a focus for the Nyasa District Council Strategic Plan.

The above mentioned stakeholders were guided by the consultants in:

- Developing Vision, Mission, and core values
- Carrying out SWOC analysis

- Develop Strategic Objectives,
- Develop Targets and Strategies, and

1.4.1 Source of Data

(a) Primary Data

The collection of primary data involved various groups of respondents such as Ward Executive Committee, Head of Departments in the District Council, and other officials from affiliated departments and sections within Nyasa District.

(b) Secondary Data

During the preparation of the strategic plan, different secondary data sources were reviewed, these included the following: Poverty and Human Development Survey Report, MKUKUTA II, Ruvuma Regional Profile, Nyasa DC Annual Plan & and Budget for the financial year 2015/2016.

1.5 Mandate of District Council.

The Government approved the Local Government (District Authorities) Act No. 7 of 1982 which aimed at strengthening and promoting the local government system. Thus, the mandate of the District Council is stipulated in Section 117 of the Act, and it is detailed below:-

1.6 The Major Roles and Functions of the District Council

Basic Functions

(1) It shall be the responsibility of each local government General functions subject to this Act- of local authority government

(a) to maintain and facilitate the maintenance of peace, order authorities and good government within its area of jurisdiction;

(b) to promote the social welfare and economic well-being of all persons within its area of jurisdiction;

(c) subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction.

Local Government (District Authorities)

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

- (a) for the suppression of crime, the maintenance of peace and good order and the protection of public and private property lawfully acquired;
- (b) for the control and improvement of agriculture, trade, commerce and industry;
- (c) for the furtherance and enhancement of the health, education, and the social, cultural and recreational life of the people;
- (d) for the relief of poverty and distress, and for the assistance and amelioration of life for the young, the aged and the disabled or infirm; and
- (e) for the development, mobilization and application of productive forces to the war on poverty, disease and ignorance.

CHAPTER TWO

2.0: ANALYSIS OF THE EXTERNAL AND INTERNAL ENVIRONMENT

2.1 Overview

This chapter analyses the existing external and internal environment of Nyasa District Council. The external environment refers to the factors in the space beyond the boundaries of Nyasa District Council over which it has little control, but could affect achievement of long-term goals. The factors include economic, social, technological, legal, political, policy and financial. Internal variables are forces within the Council which are controllable. The analysis is systematically done to identify the Council's strengths, weaknesses, opportunities and challenges (SWOC) in order to anticipate and chart ways to adapt to expected challenges .

2.2: External Environment

To situate Nyasa District Council in a proper context, it is important to understand its external environment. This, not only facilitates formulation of the Council's strategic objectives, but also enables the Council to adapt to the environmental changes, survive and attain economic growth. The relevant external factors in this case are:

2.2.1: The Millennium Development Goals (MDGs)

MDGs are global-level goals on sustainable human development which the Government of Tanzania has committed itself to. The MDGs underpin Nyasa District Council's mission. MDG Goal No. 1, for example, focuses on eradication of extreme poverty and hunger. Based on this goal, the National Strategy for Growth and Reduction of Poverty II (NSGRP II or MKUKUTA II) translates Vision 2025 aspirations and MDGs into measurable broad outcomes. These are: Growth for reduction of income poverty, improvement of quality of life and social well-being and governance and accountability. Thus, NSGRP II reaffirms the government's commitment to accelerating economic growth and fighting poverty. Further, the NSGRP II emphasizes on aligning

strategic plans of Local Government Authorities (LGAs) to the sector policies and strategies through operational targets, scaling up the role and participation of the private sector and mainstreaming cross cutting issues in MDAs and LGAs. MDGs also focus on universal education, environmental sustainability (Goal 7); improvement of maternal health (Goal 5); combat HIV/AIDS, malaria and other diseases (Goal 6); improvement of access to clean and safe water and promotion of gender equality and women empowerment. The MDGs as a programme end in 2015. However on account of the fact that Tanzania has only achieved 3 out of 8 MDG goals. The United Nations has developed Post-MDG goals that are being pursued by the developing countries.

Tanzania is a pilot under the MDG Acceleration Framework and focus on reducing hunger with support from all stakeholders.

MDGs will exert influence on Nyasa District Council Strategic Plan. The strategic plan is also an important instrument for furthering MDGs.

2.2.2: National Development Vision (2025)

This is a national development vision which envisages to transform Tanzania into a middle income country by 2025. Promotion of the social welfare and economic well-being of all people is one of the mandates of LGAs. Being responsible for service delivery, Vision 2025 will more likely influence implementation of the Strategic Plan. On the other hand, the Council is better positioned to serve as the vehicle for realizing the Vision 2025.

2.2.3: Big Results Now (BRN)

Copied from the Malaysian Book titled 'Big Fast Results' (BFR), BRN is an initiative designed to ensure that big socio-economic developmental results come about thick and fast on the ground so as to vault Tanzania over from its current Least Developed Developing Country status (LDDC) to a middle-income nation-state by the year 2025. Tanzania has selected six priority areas to receive the 'BRN treatment.' These are: i). energy and natural gas; (ii). agriculture; (iii). water; (iv). education; (v). transport and (vi). resources mobilization. To a great extent, this noble endeavour will more than likely influence the Strategic Plan.

2.2.4: Gender

Gender equality and empowerment of women are pillars of economic development. Based on this view, over the last three decades gender issues and women's empowerment have received greater visibility and attention on global, regional, and country level development agendas. It is now accepted that failure to pay closer attention to the differentiated positions of women and men in a society (resource allocation, rights, and opportunities) in formulating policies and designing projects can have adverse impact on development outcomes. Hence, gender issues not only exert influence the Council's planning and operations but also have a bearing on the Council's strategic plan.

2.2.5: Youth

Nyasa district depicts a typical young age structure which is broad at the base with about 44% of its total population below the age 15, and older ages where only 4% of its total population is 65 years and older. Most important as far as the district's profile is concerned are the underlying causes and the social and economic implications of these varying age structure and distributions for the district's development. The broad based structure is a result of high fertility rate of about 4 (children per woman) and improved health care delivery system. The resulting social and economic implication is high dependency ratio i.e. number of people supported by 100 in the working ages is high, that is, more than 100 persons being supported by 100 workers. This also have a bearing on the Council's strategic plan.

2.2.6: Local Government Reform Programme (LGRP II)

The overall goals of LGRP II is devolution of government roles and functions to the lowest levels in the administration hierarchy and transform LGAs into capable institutions to accelerate socio-economic development and ensure accountable and transparent service delivery. As an implementing agency, Nyasa District Council needs to address a number of challenges faced in order to realize the goal and purpose of LGRP II.

2.2.7: Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

The objectives of the strategy and the initiative is to create a favourable environment for improving productivity and profitability of the agricultural sector so as to increase farm incomes, reduce rural poverty and enhance household food security. As a government's implementing agency, Nyasa District Council's strategic plan is required to ensure that agriculture is transformed to realize objectives of both Agricultural Sector Development Strategy and Kilimo Kwanza initiative.

2.2.8: Policies - Cooperatives Development Policy

Defined as, "associations of persons who have voluntarily joined together for the purpose of achieving a common need through the formation of a democratically controlled organization and who make equitable contributions to the capital required for the formation of such an organization, and who accept the risks and benefits of understanding in which they already participate", cooperative societies play a key role in promoting smallholder farmers' interests in Nyasa district. With more than 90% of the district's population living and working in the agricultural sector, cooperative societies act as conduits through which the incomes of smallholder farmers are enhanced.

By organizing themselves as cooperatives, small holder farmers can reap benefits of economies of scale through better access to inputs, joint bargaining, education/skills, sharing of common equipment and information, eliminating the middlemen, farm credit, mutual insurance and transportation of crops, managing shortcomings in the value chain etc. Other benefits are increased efficiency that which place them in a better position to compete with larger business than an individual farmer operating in isolation.

The most dominant cooperatives in Nyasa district are agricultural marketing cooperative societies (AMCOS). The district has 6 AMCOS which are Lungarasi AMCOS, LIPO AMCOS at Lumeme, Mapendo AMCOS at Tingi and Mpepo, Kingerikiti AMCOS and Nambawala AMCOS at Ukuli village. AMCOS

principal objective as per Cooperative Society Act No 20 (2003) is "to supply inputs for agricultural crop production, facilitate purchasing, processing, marketing and distribution of agricultural products".

Development of cooperative societies in Nyasa district is constrained by various factors such as limited ability to provide adequate services to their members, who in turn resort to do business with private traders. Other challenges are lack of professional management, weak capital base, and rapid changes in the socio-economic landscape which reduce AMCOS role in input supply, crop marketing and processing; limited market access and inadequate market information. CMT needs to address these challenges to enhance productivity of the agricultural sector and hence efficiency and effectiveness of the strategic plan.

2.2.9: NGOs, CBOs, CSOs, Local Politics, Development Partners, Faith Based Organizations, the private sector etc.

These organizations will exert immense influence on the District Council's strategic plan and operations since they contribute significant amounts of resources to the district council.

2.2.10: Other External factors

Changes in the global and regional environment (financial, economic), policy developments and regional economic blocks such as SADC, COMESA etc, constraints associated with policies related to global economic architecture, climate change and regional developments such as the East African Common Market. All these will shape the way the country as well as Nyasa district interacts with other economies.

2.3: Internal Environment

This is a space which the Council can control. The internal environment ensembles variables such as the Council's governance structure (the departments, its arrangement, relationships and management), resources (human and financial resources), operating systems etc. The following

selected factors

2.3.1: Governance Structure

The objective of developing a strategic plan is to enhance the delivery of services to the citizens of Nyasa District Council. The services must be delivered according to locally defined needs within the national framework. This calls for inclusive governance across political and social divides, something which only Nyasa District Council's own Management, politicians and the citizens can cultivate. The Council Management Team, politicians and community/civic leaders need to come together to plan how projects should be implemented. The Council leadership must cultivate a strong sense of trust among themselves, needs to conduct its business more transparently and people must get the right information at the right time.

The Council Management Team needs to address challenges confronting its governance structure, especially in the following key areas:

- **Administration and Human Resources** - application of Human Capital Management Information System (HCMIS) in the council's general administration to facilitate performance of HR activities e.g. hiring new employees, effecting promotion, data cleaning and termination, staffing levels, training and development, performance monitoring, social and welfare issues and employee counseling. Other areas are working facilities, office accommodation, transport facilities, computer facilities, corruption and good governance.
- **Finance and Accounts** - overall financial management especially the core activities - daily payments, collection of revenue and proper maintenance of books of accounts, preparation of monthly, quarterly and annual financial reports; amendment of salary and collection of exchequer issues; supervision and visits; accounts staff training and respond to audit queries and challenges which affect the smooth operationalisation of its functions.

- **Procurement Management Unit** - core functions e.g. preparation of annual procurement plan, procurement of goods, works and services, reporting, supervision, job training for Procurement Management Staff and advertisement of services and publication.
- **Legal Unit** - providing legal advice for the purpose of achieving good governance, management of contracts with respect to procurement and development projects, giving legal opinions to by-laws and regulations and monitoring.
- **Information and Communication Technology Unit (ICT)** - coordinate the provision of expertise and services on ICT to support processes within the council as well as other stakeholders, preparing ICT policy and guidelines in accordance with the National ICT Policy to guide ICT users on how to use ICT equipment and its applications.

- **Planning**

A well functioning planning system, effective participation of stakeholders and effective Council leadership able to facilitate, support and coordinate are critical success factors in the implementation of the strategic plan. Among other activities, the Planning, Monitoring and Statistics Department is among other functions, responsible for coordinating, monitoring, reviewing and evaluating projects. However, the council, like any other local government, is constrained by inadequate funds allocation from the central government, as well as narrow internal sources of funds. Other challenges include shortage of staff in the department with skills on project planning, implementation and evaluation and inadequate participation of stakeholders. Nyasa District Council needs to address these issues to ensure efficient and effective implementation of the strategic plan.

- **Community Development**

The Community Development department is responsible for enabling

communities to develop themselves by mobilizing their efforts into self-help projects for the purpose of eradicating poverty. It also facilitates the community to identify development challenges and how to use their resources to solve them. The department performs this role in collaboration with other departments. However, the department is grossly under staffed. For example, there are only 7 community development staff against the establishment of 28 and the Council has no community engagement staff whilst the establishment is 3.

Other challenges confronting the department are: At the village level, the role of Village Government in terms of problems analysis is not clear; women participation in the planning process is low; inadequate community contribution in development activities and inadequate support from the district council in village identified projects due to financial limitations. The Council needs to address these challenges to ensure efficient and effective implementation of the district's strategic plan.

- **Land**

Nyasa District Council has a total land area of 3,811 km² out of which 1,532 km² or 40.2% is suitable for agricultural activities and livestock keeping. Only 50% of the suitable land is currently being utilized. 264.59 km² or 6.9% of the district's total land area is urban land and 468.75 km² or 12.3% is village land. With a population density of 38.35 people per km² (Tanzania mainland average is 49 people per km² and Zanzibar is 530 people per km²) and a population growth rate of 2.9% per annum, it can be safely concluded that Nyasa District Council has adequate land. The only challenge is existing land use practices which cause environmental degradation, especially on the highlands. The Council needs to address these challenges to ensure efficient and effective implementation of the district's strategic plan.

- **Agriculture and Livestock**

Over 95% of the district's population of 146,160 people are smallholder

farmers and agriculture accounts for 70% of the district's GDP, coffee being the leading cash crop. 1,532 km² or 40.2% of the district's total land area of 3,811 km² are suitable for agriculture. However, only 52% are being utilized. In addition to this, the district has 10,600ha which are potential for irrigation but only 6,582ha or 62.09% are irrigated.

The sector is facing a number of constraints, one being low yield crop productivity which currently stands at 47%. Other constraints are: Inadequate budget allocations, lack of support services in production, processing and marketing, low value addition infrastructure, low level of organizational and financial management knowledge and skills and gender related challenges. Further, it uses traditional farming implements, low quality seeds and little fertilizer (there are 3 tractors vs demand of 15; 7 tillers Vs demand of 45; 7,219 of fertilizer vs demand of 12,160.8 tones; 1,643 tones of quality seeds vs demand of 2,132.46 tones).

Agriculture is largely rain fed and is perceived by many as a subsistence activity. As result, the sector has failed to lift smallholder farmers out of poverty. The Council needs to enhance extension services and transform the sector from subsistence activity with low productivity to a market oriented sector with high productivity. This will create more employment for rural women and youths, generate incomes and reduce poverty. This, in turn, will contribute to the District Council's revenues, long-term local economic development and the achievement of MDGs.

Livestock keeping is not a pre-dominant occupation in Nyasa District. The sector faces some challenges such as prevalence of livestock pests and diseases leading to poor livestock health and even death; inadequate livestock health services including poor supply of drugs and vaccines at village level and marginalization of the Livestock Department in terms of resource allocations and working tools rendering the sector's productivity low. These challenges need to be addressed to ensure efficient and effective implementation of the strategic plan. The district has 17,493

indigenous cattle, 3,030 dairy cattle, 23,089 indigenous goats, 1,410 improved breed goats and 3,291 sheep. Other types of livestock are donkeys (29), pigs (79,216) and chicken (492,375). The district also provides livestock services such as dips, markets and veterinary staff.

- **Education Services**

- **Primary Education**

The district has 98 primary schools. The primary school enrolment rate in the district has been increasing yearly where currently it stands at 98.1 %.

The district has also 37,177 pupils in its 98 schools out of these, 18,521 are boys and 18,656 are girls. The drop-out rate is at 0.77% while the performance in the standard four examinations has been fluctuating on yearly basis and it is currently at 77.4% while for standard seven the performance stands at 56.8 % (see Tables 4, 5,6 and 7).

Table 4: Drop-out rates

Year	Boys	Girls	Total	%	Reason for Drop Out
2012	-	-	-	-	Truancy and pregnancy
2013	-	-	-	-	Truancy and pregnancy
2014	15	12	25	0.77	Truancy

Source: PDEO Nyasa,2014

Table 5: Enrolment rate

Year	Projection			Enrolled			%
	Boys	Girls	Total	Boys	Girls	Total	
2012	-	-	-	-	-	-	-
2013	-	-	-	-	-	-	-
2014	2705	2496	5201	2571	2532	5103	98.1

Source: PDEO NYASA, 2014

Table 6: Academic Achievement Standard 1V-2012-2014

	NO.OF CANDIDATES	PASSED	SELECED

YEAR	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	%
2012	-	-	-	-	-	-	-	-	-	-
2013	-	-	-	-	-	-	-	-	-	-
2014	2242	2269	4511	1606	1839	3445	1606	1839	3445	100

Source: PDEO NYASA, 2014

Table 7: Standard – VII Performance status

Year	No. of Candidates			Passed				Selected Form One			
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	%	BOYS	GIRLS	TOTAL	%
2013	-	-	-	-	-	-	-	-	-	-	-
2014	1520	1704	3224	631	570	1201	37.25	631	570	1201	100

Source: PDEO NYASA, 2014

Table 8: Status of School Facilities (2012-2014)

No.	Facility	Requirement	Available	Shortage
1	Classrooms	960	598	362
2	Staff houses	925	346	583
3	Pit latrines	Boys 761	561	200
		Girls 881	623	258
4	Desks	18,335	8124	10,211
5	Tables	1656	742	914
6	Chairs	1906	951	955
7	Cap board	1103	225	878

Source: PDEO NYASA, 2014

Moreover, the district has 583 primary school teachers where grade IIIA (579), grade IIIB/C (0), diploma (3), degree (1) and masters (0). The district has shortage of teachers in the district.

Table 9: Status of teachers in the district

Year	Grade	Male	Female	Total
2014	IIIA	422	180	602
	IIIB/C	-	-	-
	Diploma	17	1	18
	Degree	3	2	5
	Masters	-	-	-

	Total;	442	183	625
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Source: PDEO NYASA, 2015

II. Secondary Education

There are 15 secondary schools in the district where 14 are owned by the government and 1 is privately owned.

The enrollment in secondary school has been good on year basis. On average about 1954 males and 1698 females are enrolled in secondary schools found in the district as shown in table 10.

Table 10: Enrollment in secondary schools -2013/2014 Govt & Private

Form	Boys	Girls	Total
I	505	451	956
II	642	612	1254
III	483	401	884
IV	281	180	461
V			
VI			
Total (Govt)	1911	1644	3555
Total (Private)	43	54	97

For the past two years enrollment has been increasing steadily, except for year 2014, where enrolment in form one dropped by 23.7%.

Table 11: Performance in form four examinations

Year	DIVISION					Total	Total (I – IV)	% (I – IV)
	I	II	III	IV	O			
2012	-	-	-	-	-			
2013	-	-	-	-	-			
2014	3	11	38	252	495	799	304	38

On the other hand, the district has about 271 teachers, where majority of them (229) are for Arts and languages subjects and 42 are for

Science subjects. Thus the district has a shortage of 78 teachers mainly of science and mathematics subjects (see table 13)

Table 12: Availability of Teachers

School	Teachers		
	Needs	Available	Shortage
MBAMBA BAY	20	18	2
ST. PAULS	28	27	1
LITUHI	28	18	10
NGUMBO	17	15	2
MANGO	24	19	5
MONICA MBEGA	19	14	5
LUNDO	22	22	0
LIMBO	28	27	1
URBERKANT	20	21	-1
KINGERIKITI	20	21	-1
KILUMBA	19	16	3
TINGI	28	18	10
LIPARAMBA	19	16	3
NYASA	24	19	5
TOTAL	316	271	45

Table 13: Demands for secondary school teachers by subject

Subjects	Teachers		
	Demands	Available	Shortage
CIVICS	21	21	0
HISTORY	53	52	-
GEOGRAPHY	45	47	-
KISWAHILI	49	51	-
ENGLISH LANGUAGE	50	51	0
PHYSICS	22	8	14
CHEMISTRY	18	14	4
BIOLOGY	30	20	10
BASIC MATHEMATICS	28	7	21
TOTAL	316	271	45

2.3.2: Health

Improvement of the social and economic well being of the people through the

provision of fair, easily accessible, equitable and quality health services is one of the key functions of Nyasa District Council and also one of the government's long term commitment. However, despite implementing the health sector reform programme, the health sector status does not differ much from the national picture. The public health delivery system is characterized by old and dilapidated health facilities, inadequate and unreliable supply of drugs, understaffing, low morale among health workers and limited access and coverage of health delivery services. This is attributable to underfunding of the sector, insufficient staffing levels, inadequate equipment, supplies and transport, poor communication and long distances to health facilities.

In 2014, Nyasa District Council had 2 hospitals (owned by faith based organizations); 3 public health centres and 24 dispensaries (1 privately owned, 16 public and 7 owned by faith based organizations). The most causes of morbidity are malaria (28.7%), Acute Respiratory Infections (16.8%) and Pneumonia (16.0%). HIV/AIDS infection rate is 4.9% (national average 4.0%); TB infection rate is 1%; child malnutrition 0.7%; child vaccination rate is between 80% and 90% for standard vaccines; Maternal Mortality rate is 59/100,000 (national average is 410/100,000 live births); infant mortality is 3/1000 and under-5 mortality rate is 14/1000; life expectancy is 52 (same as the national average).

In 2014, 2,307 cases of HIV/AIDS and 312 HIV/AIDS related deaths were reported. There are Prevention of Mother to Child Transmission (PMTCT) and Voluntary Counselling and Testing (VCT) services in Nyasa. In 2014, 13,461 mothers were screened for HIV out of them 3.38% tested positive. Under the VTC, 4,951 people were screened out of them 5.4% were found positive. Thus, while it fairs well in other health statistics, the district's HIV/AIDS infection rate is above the national average. Recommended staff establishment for the Health Department is 229 but the actual strength is 187 hence, understaffed by 42 people of different categories. The ratio of population per hospital and per health centre is poor compared to the regional and national ratios. The Council needs to address these areas to ensure

efficient and effective implementation of the strategic plan.

2.3.3 Transport and Communication

The district has a total of 1278.8km of road network, where only 325.3km (or 25.4 percent) are passable throughout the year. Currently, the highway road from Mbamba Bay to Mbinga is a gravel road, but in the near future, it will be constructed to a tarmac level, just like the Songea -Mbinga road.

Nyasa District Council does not have any tarmac road at the moment. The distance from the main road (Mbinga- Mbambabay road) to the proposed District Council head quarters is only two (2) Kilometers. Availability of gravel roads in the district provides an opportunity for users to transport their produce from areas of production to markets and it facilitates easy movement from one place to another. However, most of roads are not in good condition especially during rain seasons.

Another challenge regarding road transport is that to travel from Mbambabay to Mpepo Division, one needs to go through Mbinga District to get to Kingerikiti, Tingi and to other Wards and villages of Mpepo Division. To solve the problem, the Nyasa DC plans to upgrade three roads to gravel level so that they are passable throughout the year. The roads are: Tingi- Malungu-Chimate; Kingerikiti- Kikole- Mtipwili; and Kingerikiti- Lumecha- Mkalole. Thus there is a high need for this strategic plan to address this problem in order to improve status of roads so that the sector can contribute to economic development.

Other modes of transport in Nyasa district are marine and air. There are two aerodromes at Kilosa Village and Liuli village which are not operating. The district has access and direct connections to big and good ports along Lake Nyasa. However, it is important to note that Lake Nyasa is rough and turbulent which makes lake transport uncomfortable and dangerous. Important ports include Mbamba-bay, Liuli, Manda, Lipingu, Kilondo and Itungi Ports. Service providers are mainly government and private operators. They include

Tanzania Water Service and other private companies including individuals who provide passenger and cargo services using small boats.

There are two ships which provide transport services along Lake Nyasa. These are MV Songea and MV Iringa which sail from Mbambabay through Lumbila, Lupinga, Ifungu, Nsisi and Manda and Itungi in Kyela district, Mbeya Region. The service of two marine vessels is erratic with low capacity. Ships are supplemented by canoes and small boats which are not safe to ferry passengers. Support services such as landing sites, light houses and buoys are needed in Mbamba-Bay, Liuli, Njambe as well as Manda to improve marine transport and entice more investors in Nyasa district.

2.3.4 Energy and Power

The Nyasa District is yet to be connected to the national power grid. Construction of power transmission line from Mbinga to Mbamba Bay is under construction the power transmission line from Mbinga to Mbamba Bay is under construction. The project was expected to be completed in November 2014. There are a few small petrol and diesel powered generators in Mbamba Bay, mainly owned by individuals. The main energy sources are biomass, charcoal, kerosene, batteries, and photovoltaic solar panels. A large proportion of the population in the district depend mainly on biomass – firewood, charcoal and crop residues to meet their basic daily needs for cooking and heating water. Wood is also used for activities such as brick making, brewing and drying of fish.

2.3.5 Natural Resources and Environment

Natural resources sector includes forestry, beekeeping, fisheries and wildlife. It is one of the most important sectors of Nyasa district which contributes to the district's Gross Domestic Product (GDP).

Fisheries

Lake Nyasa is regarded to be the main source of livelihoods for the majority of Nyasa district council inhabitants, fishing being the main pre-occupation. Fishing gear are generally very rudimentary and the most common fishing vessels are traditional wood canoes with no motor engines. This tends to limit fishermen's ability

to go into deep waters which lowers the sector's productivity. The lake's 297,900 ha of water are believed to have about 165,000 tonnes of over 500 different fish species. These include *copadichromis spp (ntaka/mbalule)*; *diplotaxodon spp (vituwi)*; *ramphochromis spp (hangu)*, *bathyclarias (kambale) synodontis njassae (ngolokolo)*, *engraulicypris sardella (usipa/dagaa)*, *opsaridium-microlepis (mbasa)*, *labeo (ningu)*, *bagrus (mbufu)*.

Wildlife and Tourism

The district has one game reserve - Liparamba Game reserve (57,099ha) located close to river Ruvuma. Three quarters of the game reserve lies in Nyasa district and the remaining portion lie in Mbinga district. The management of game reserves is guided by the Wildlife Conservation Act, the main responsibility being to protect and encourage protection of wildlife. The responsibility of the District Council is to protect and conserve the game reserve, enforce safety of wild animals from illegal hunting by poachers and protect people and their properties against wild animals, especially people living in villages around the game reserve.

Nyasa district is also blessed with several tourist attractions. However, the industry is yet to be developed. Tourist attractions in Nyasa include the rich culture of the people, unpoluted beaches with brown sands, the magnificent Livingstone mountains and forests. However, Nyasa district does not have a single tourist hotel worth the name.

Forestry

Nyasa District Council has 247.4 square kilometers of forestry reserves. The district has 1,699 ha of natural forests in Ruhekei (Ruhekei Forest Reserve) which are managed by the central government and the Namswea – Lilengalenga community forests covering 23,043 ha which are conserved under Participatory Forestry Management (PFM) project being implemented in 14 villages, out of which 11 villages are in Nyasa district and 3 are in Mbinga district. The project seeks to involve the community in protecting and conserving natural forests, water sources and animals and ensure sustainable utilization of forests. In addition to this, the project has 350 beehives in the which produce 2,400 litres of honey per annum.

There is also a by law that was passed in 1998 on the establishment of environmental committees in each village, ward and division. 15 committees have already been established in 73 villages and at the district level. There is also an afforestation project to address environmental degradation. The plan is to plant 1,600,000 trees per annum, buy seedlings, viriba and educate people through seminars, meetings and discussions on actions and stakeholders participation.

However, in recent years land under forest cover has been declining due to increasing pressures on resources as a result of rapid population growth, fishing and agriculture. Another factor is inappropriate farming practices including intensive cultivation, frequent and uncontrolled burning of natural forests, encroachment of marginal areas of cropland e.g. steep slopes and fragile soils and reduction in the use of crop rotations and fallows. This has caused progressive reduction in farm sizes and unsustainable land use and management practices leading to land degradation, declining productivity capacity of croplands and rangelands, disruption of water sources, deforestation and encroachment of agriculture into wetlands. These practices have contributed to the loss of productive vegetation cover and biodiversity. The situation is further worsened by the effects of climate change.

Beekeeping

The district has 17 beekeeping groups and 24 individuals with 431 traditional beehives and 730 modern beehives. In total, there are 1,161 beehives. The district has natural forests suitable for beekeeping. The district continues to educate people on beekeeping in order to encourage people to establish beekeeping groups.

Compared to agriculture and fishing, beekeeping or apiary farming is a relatively new activity in Nyasa District although it has been practiced for many years, albeit in small scale. Renewed interest in beekeeping is derived from two inter-related factors: One is deliberate efforts of the District Council and two is the declining fishing industry. Beekeeping is practiced in villages such as Liuli, Mango, Mkali, and Nangombo where beekeeping groups have been formed. They include groups such as Jiendeleze Beekeeping group at Mandalawe village, in Liuli ward. The same

groups are also engaged in planting trees and forest conservation.

2.4 Stakeholders' Analysis

Needs/ Expectations of Stakeholders

Nyasa as a new established district is preparing its Strategic Plan and District profile, in the process of this task, after the analysis of the data collected and recommendations given to the consultants during the first and second stakeholders' workshops, it became obviously that, stakeholders of Nyasa district council are categorized into three:

- The Stakeholders who are beneficiary to the services of the Council
- The Stakeholders who offer services
- The Stakeholders who are Donors of Finances and Materials

Each of the above stakeholder has different expectations from the council.

Table No 14: **Stakeholders Analysis**

No.	Stakeholders	What you do for Them	Priority	What do they Expect
1.	Local Authorities	Sharing information and exchange ideas on development agenda within the district	High	Cooperation and enhancement of plans and strategies to improve social services
2.	Ministry of Regional	Coordination, good relationships.	High	-Proper utilization of resources (funds)

No.	Stakeholders	What you do for Them	Priority	What do they Expect
	Administration and Local Government Authorities – PMO RALG	Formulation of bylaws to guide the operationalization of the institution -Collection of revenues from own sources -Manage peace and tranquility		- Improved social and economic services -Increased employment opportunities -Improved work performance
3.	Sectoral Ministries	Coordination, good relationship, clear policies, information flow and feedback. -Implementation of sectoral policies	High	-Proper utilization of resources (funds) -Improved social and economic services -Increased employment opportunities
4.	Ministry of Finance	Coordination, good relationship, clear policies, information flow and feedback. -Implementation of sectoral policies	High	-Proper utilization of resources (funds) -Improved social and economic services -Increased employment opportunities
5.	Regional Secretariat	-Provision of timely reports and information feedback -Coordination	High	-Proper utilization of resources (funds) -Improved social and economic services -Increased employment opportunities
6.	Donor Communities	Provision of information, Clear and adequate statistics/data, and	Medium	-Timely information feedback -Proper utilization of

No.	Stakeholders	What you do for Them	Priority	What do they Expect
		feedback on the utilization of resources		resources -Improved social services to the communities -Accountability to government officers
7.	Local Communities	Provision of guidelines and other directives for proper utilization of resources for sustainable development.	High	- Good governance - Peace and tranquility -Fully community participation -Adherence to laws
8.	Politicians	Provide guidance on policies, guidelines, and advocacy in influencing the communities towards development agenda	High	-Cooperation among the communities -Availability of rule of law
9.	Private Sector	-Creation of favorable environment for them to work -Sharing resources to address social and economic challenges -Provide guidance and monitor their operation for better service delivery	Medium	-Public Private Partnership strengthened -Improved social service delivery in various sectors -Better utilization of resources
10.	Non Government Organization	-Creation of favorable environment for them to work -Sharing resources to	Medium	-Cooperation in the community -High participation in development

No.	Stakeholders	What you do for Them	Priority	What do they Expect
		address social and economic challenges -Provide guidance and monitor their operation for better service delivery		perspectives

2.5 SWOC Analysis

In achieving Nyasa District Council's vision the district must strive to utilize the existing Strength and Opportunities to eradicate its Weakness and Challenges. However, based on the analysis of the internal and external environment, the following is a summary of strengths, weaknesses, opportunities and challenges that Nyasa District Council has to address and exploit.

2.5.1 Strength and Weakness

Table No. 15: SWOC ANALYSIS- Strength and Weaknesses

Strengths	Weakness
<ul style="list-style-type: none"> • It has a functioning Government structure up to village level • Availability of Lake Nyasa • It has agricultural potential area • There is peace and tranquility • It has a variety of capital investments • It is supported by the Central Government • It has relevant social economic development policies. 	<ul style="list-style-type: none"> • Shortage of staff in some key sectors agriculture in particular • Low income from own sources due to lack of adequate revenue collection systems • Absence of Council headquarter offices which lead to unfavorable working environment

2.5.2 Opportunities and Challenges

Table No. 16: SWOC ANALYSIS- Opportunities and Challenges

Opportunities	Challenges
<ul style="list-style-type: none"> • There is abundant labour force to be tapped • Unused Natural resources especially minerals • The Mtwara – Mbambabay Highway (Mtwara corridor) • Availability of arable land to support food and cash crops such as paddy, coffee and simsim • Existence of donors willing to support the Council 	<ul style="list-style-type: none"> • High maternal mortality rate due to poor attendance of pregnant women to health service centres • High infant mortality rate due to lack of hospitals and also lack of awareness to infant mothers • HIV/AIDS pandemic due to lack of awareness among the communities particularly in mining areas and camps along the shores of Lake Nyasa • Ever increasing orphans among the community • Natural catastrophes due to geographical location of the district, as it is in stretch of livingstone mountain ranges

2.6 KEY ISSUES

Nyasa district council as a newly established area has made decisions on the strategic objectives to be implemented during the First Five years Strategic Plan, consideration continued to be put in the following areas for the execution of 2015/2016 Plan and Budget. Among the areas that Nyasa council has put emphasis in this Plan and Budget include-;

2.6.1 BRN Initiatives

Implementation of projects and programs which fall under BRN (Education, Water, Resource mobilization, Transportation, Health). In these areas much consideration has been towards,

- Completion of uncompleted projects (Ongoing water projects and others)
- Construction of Secondary School Laboratories
- Extending Councils' Revenue base
- Installation of electronic systems for revenue collections
- Construction, rehabilitation and improvement of health service delivery at LLG
- Improving fishing practices in Lake Nyasa

Basing on the council's challenges, the plan and budget has been prepared to address the challenges using the available resources in collaboration with other development partners

2.6.2 Gender

The analysis shows that the current status of gender involvement in various development angles of Council activities was not been much emphasized. Due to such situation the District Council in its Development plan has put much effort making sure that Gender is highly prioritized depending on the guidelines provided in MKUKUTA II Cluster and also Strategic Plan for Nyasa district council. The Council Plan focuses on Gender Responsive Budgeting as it is a means of achieving gender equality and women's empowerment.

2.6.3. Environment

Environment is another important aspect that the council has taken enormous efforts so that people residing within the district adhere to the rules and regulations that protect the destruction of the environment (such as deforestation, degradation, cutting trees, shifting cultivation etc.) Therefore the Council has put interventions in

the Development Plan so that the environment is not being destructed and thus help the majority to benefit with their environment.

2.6.4 Nutrition

Despite striking improvements in many health indicators over years, there has been poor progress in improving nutritional status of children and women. The report has indicated that, stunting has almost affected 42 percent of under five children, under weight for children is 16 percent and remains at unacceptable levels. Furthermore, there are more pockets of high acute malnutrition in our communities. Basing on these realities, the council in its development plan has emphasized to incorporate nutrition interventions as the way towards fighting and advocating issues of nutrition at local levels

2.6.5 Information, Communication and Technology

As emphasized by government through ICT policy and guidelines, Nyasa district council in its plan and budget for 2015/2016 has integrated issues of Information, Communication and Technology facilities aiming to create basic foundation at its early stage of operation. Actually this will be done annually to improve and enhance the use of ICT facilities in the district council by providing knowledge and equipments to staff for better working performance.

2.6.6 Climate Change

As it is being discussed globally, there is much destruction of the environment as a result of increased human activities and development of technologies in various aspects of development. Nyasa district as one of the affected areas in the Climate change arena it has put emphasis in creating interventions that will assist to reduce the burden of Climate change.

CHAPTER THREE

VISION, MISSION, STRATEGIC OBJECTIVES, KEY TARGETS AND STRATEGIES

3.1 Vision

The vision of Nyasa District Council is to become an excellent district in social service provision and enhance economic wellbeing of the community by 2020.

3.2 Mission

Nyasa District Council is committed to lead and support the social, cultural, economical and environmental development of the community in a sustainable and participatory manner.

3.3 Strategic Objectives

- A. Improve services and reduce HIV/AIDS infection.
- B. Enhance, sustain and effective implementation of the National Ant- corruption Strategy.
- C. Access to and quality of social welfare improved
- D. Quantity and quality of economic services and infrastructures improved
- E. Good governance and administrative services enhanced
- F. Improve social welfare, gender and community empowerment.
- G. Management of natural resource and environment improved

3.4 CORE VALUES

In achieving the Vision and Mission, Nyasa District Council and other stakeholders are required to observe and behave under the following guiding core values.

CUSTOMER FOCUS: Nyasa DC is committed to meeting needs of the community by providing customer oriented services efficiently utilizing available resources.

EQUALITY: Nyasa DC believes that provision of services to the community should be impartial as much as possible.

PARTNERSHIPS: Nyasa DC will encourage and work in partnerships with different players of development to efficiently and effectively meet the community socio-economic needs.

CONTINUOUS LEARNING: Nyasa DC will strive to be a learning organization by continuously adapting to changes and review its systems, structures, strategies, policies, culture and process as well as skills

TRANSPERENCY: Nyasa DC will ensure that service delivery is transparent and is in line with principles of good governance.

TEAM WORK: Nyasa DC believes that optimal outcome can be achieved if team work spirit becomes a prerequisite to service delivery.

EFFICIENCY: Nyasa DC believes that it is necessary to prudently use the available resources in the most cost-effective manner

INTERGIRTY: Nyasa DC will ensure that its staff shall execute their responsibilities honestly.

3.5 STRATEGIC OBJECTIVES, KEY RESULT AREA, TARGETS, STRATEGIES AND PERFORMANCE INDICATORS

To operationalize the above captioned Vision and Mission statements, Nyasa District Council has coined Key Result Areas (KRAs) that are embodied in the policy statements which also inform the strategic objectives. KRAs are strategic areas where all stakeholders require or have a right to expect results from the Council. KRAs provide the overall goals (strategic objectives) of the Strategic Plan. These are summarized as follows:

- Increase yield crop productivity

- Enable farmers to produce enough and quality food and cash crops
- Transform and develop livestock keeping
- Increase access to health care facilities
- Reduce HIV/AIDS infection rate
- Increase passable road network throughout the year
- Sensitize communities on good housing and planning
- Improve the quality of education, the teaching and learning environment
- Sustain natural resources and environmental management
- Guide orderly development of the district for optimum use of the land and other environmental resources.
- Manage the anticipated population growth and spatial expansion of urban areas.
- Sensitize rural communities on land use practices that cause environmental degradation.

As it can be noted, KRAs are cross cutting since they influence the functional areas through which the Council provides services. All were derived from stakeholders consultative meetings.

3.5.1: Functional Area - Agriculture, Irrigation and Cooperatives

Strategic Objective 1: To increase crop yield productivity.

Strategic Objective 2: To enable farmers to produce enough and quality food and cash crops to ensure food self-sufficiency, increase cash crops competitiveness, household incomes, poverty reduction and local economic growth.

Key Targets

- Crop yield productivity increased from 47% in 2015 to 81% per acre by 2020.
- New farm areas identified and increased from 77,656.69 hectares in 2015 to 77,768.69 hectares by 2020.
- Construction and rehabilitation of irrigation infrastructure completed and land under paddy irrigation increased from 1,334ha in 2015 to 2,900ha by 2020

- Productivity in paddy production increased from 0.2 tons/ha to 5.0 tons/ha and grading, hulling and packaging machine for rice procured by 2020
- Number of households engaged in irrigation increased to 1,664 households by 2020
- Area under irrigation increased from 1,682 ha in 2015 to over 2,500 ha by 2020
- Land under coffee cultivation increased from 4,528ha to 8,843ha; number of households growing coffee increased from 2,241 to 5,890 households and coffee quality improved from grade 8 in 2015 to grade 5 by 2020.

Strategies

- Transform the agricultural sector from predominantly subsistence with low productivity to market oriented with high productivity.
- Impart entrepreneurship skills to farmers
- Complete ongoing rehabilitation works of irrigation schemes infrastructure at Kimbande, Lundo, Nkalachi and Ngingama.
- Write different project proposals and present them to sponsors to solicit funds to implement agricultural projects.
- Form different groups of farmers who will receive all together agricultural extension services such as loans for agricultural inputs.
- Use modern agricultural practices such as fertilizers and improved seeds.
- Enable farmers to use modern agricultural implements such as tractors instead of traditional hand hoe.
- Ensure that farmers follow modern agricultural regulations from farm preparation to harvesting and crop conservation.
- Purchase different office working tools and various equipment to enhance M&E of agricultural activities.
- Improve distribution of inputs, use improved seedlings and seeds, control crop pests and diseases, reduce crop production costs, improve crop husbandry practices and avoid agricultural practices that contribute to soil degradation.
- Improve crop marketing infrastructure - enhance capacity of AMCOS, feeder rural roads, godowns/storage facilities, markets etc.

- Increase the number of extension staff, use of modern working tools, transport facilities etc
- Advocate for increased budget allocations from the central government
- Introduce supporting clusters and value addition infrastructure in the production, processing and packaging of agricultural produce.
- Mainstream cross-cutting issues, resolve gender related challenges and review the existing regulatory framework such as the Nyasa District Compulsory cultivation of crops by-law.
- Increase farmers organization and financial management skills and business planning knowledge to enable them to adapt to competitive forces.

3.5.2: Functional Area - Health and Preventive

Strategic Objective 1: Increase access to quality and equitable health services delivery

Key Target s

- Shortage of medicine, medical equipment and supplies reduced from 55% in 2015 to 45% by 2020
- Maternal mortality rate reduced from 59/100,000 to 50/100,000 by 2020
- Underfive mortality rate reduced from 3/1,000 to 2/1,000 by 2020
- Infant mortality rate reduced from 4/1,000 to 2/1,000 by 2020
- Prevalence of HIV/AIDS reduced from 5.4% to 4% by 2020
- New HIV/AIDS cases reduced by 25% from 2,307 cases to 1,730 by 2020
- Prevalence of malaria reduced from 42% to 39% by 2020
- Shortage of skilled mix in human resource for health in the council reduced from 60% to 50% by 2020

Strategies

- Procure medicine, equipment and medical supplies using Health Basket Funds, Drug Revolving Funds National Health Funds, Community Health Funds and Council's own source funds.
- Facilitate referral of pregnant women and underfive children from lower level

to the higher level using Health Basket Funds and Block grants.

- Recruit more health personnel to reduce the skilled human resource for health gap and decrease the patient/doctor ratio.
- Strengthen and effectively coordinate HIV/AIDS service tracking systems, solicit funds to finance HIV/AIDS interventions, establish more VCT and PMTCT centres, form and strengthen more village HIV/AIDS committees.
- Sensitize community using mobile and radio services to counsel people living in remote areas, ensure effective participation in HIV/AIDS interventions and enlist full support of CBOs, CSOs, NGOs, FBOs, the media and politicians in the fight against HIV/AIDS
- Promote Public Private Partnership (PPP) model to encourage investment in the health sector, solicit funds to finance construction of 15 health centres and ensure that health centres are evenly distributed and strategically located throughout the district.

3.5.3 Functional Area - Community Development, Social Welfare and Youth

Strategic Objective 1: Mainstream gender at all levels

Strategic Objective 2: Reduce HIV/AIDS transmission rate

Strategic Objective 3: Alleviate Poverty among women

Strategic Objective 4: Promote children rights including orphans and Vulnerable children

Strategic Objective 5: Activate Youth groups

Key Targets:

- Gender mainstreamed at all levels by 2020
- HIV/AIDS transmission rate reduced from 5.4% in 2015 to 4% by 2020
- Poverty reduced amongst women from 122 groups in 2015 to 300 groups by 2020
- Children rights inducting vulnerable children promoted from 3 wards in 2015 to 7 wards by 2020
- Number of Youth groups activated increased from none in 2015 to 300 by 2020

Strategies:

- Implement gender policy, disseminate gender issues at lower levels and implement HIV/AIDS interventions at work places
- Capacitate women groups by soliciting funds and empower disadvantaged groups on income generating activities (IGAs) by imparting entrepreneurship knowledge and skills.
- Ensure that all children, without discrimination, get their basic rights
- Enable communities to understand children rights
- Establish Economic youth groups

3.5.4: Functional Area - Works and Fire

Strategic Objective 1: Increase road network passable throughout the year

Strategic Objective 2: Sensitize communities on good housing and planning

Key Targets:

- Gravel road network in the district passable throughout the year expanded from 17.85% in 2014 to 80% by 2020
- Three roads (Tingi- Malungu- Chimate; Kingerikiti- Kikole- Mtipwili; Kingerikiti- Lumecha- Mkalole) improved from earth surface to gravel standard by 2020.
- Nine problematic areas of the road networked in the district maintained and improved by 2020.
- Periodic maintenance of six roads of the road network undertaken by 2020
- Improved bridges and ferries in 6 roads in the district constructed by 2020
- Percentage distribution of private households with houses built from baked and sundried bricks increased from more than 75% recorded in 2014 to 100% by 2020.
- Percentage distribution of private households with houses roofed with corrugated iron sheets increased to 100% by 2020.
- Percentage distribution of private households with houses built or roofed with grass eradicated to 0% by 2020
- Percentage distribution of private households with houses with cement floors

increased from 20% recorded in 2014 to 75% by 2020.

- Unplanned residential areas in urban centres reduced to 90% by 2020

Strategies

- Mobilize funds to finance construction of roads and bridges and undertake periodic maintenance
- Sensitize community to contribute labour and materials during road constructions
- Mobilize other stakeholders to make contributions in kind.
- Educate communities on road maintenance
- Provide adequate surveyed plots and serviced land.
- Enforce building regulations and codes.
- Create community awareness on planning and building standards
- Enlist support of Housing Finance institutions.
- Design simple and cheaper procedures for acquiring land in urban areas
- Launch a Rural Housing Improvement programme
- Impart communities with low cost housing technology.

3.5.5: Functional Area - Education

Primary Education

Strategic Objective: Enable the Council to improve the quality of primary education by surpassing the national goal of 72 percent.

Key Targets:

- The primary education national goal of 72 percent surpassed by 2020.
- The teacher to pupil ratio of 1:45 attained by 2020.
- Enrolment rate increased from 95% to 100% by 2020.

Strategies

- Improve teaching and learning environment by the constructing classrooms, teachers' houses, latrines and other infrastructure.
- Ensure teachers are allocated in primary schools in line with the Ministry of education guidelines for placement of teachers.

- Ensure timely availability of teaching and learning tools.
- Ensure that rights and interests of teachers are effectively protected and managed.
- Ensure that national examinations are coordinated and managed according to the rules and regulations of the National Examination Council of Tanzania.
- Ensure that teachers` discipline are well maintained and controlled.
- Ensure that academic and sports development in primary schools are appropriately
- Sensitize the community on the importance of education for their children and the need to contribute to expansion of educational facilities in their areas.
- Motivate teachers to use extra time to help students with limited capabilities academically.

Secondary Education

Strategic Objectives 1: Enable the council to improve the quality of secondary education and the teaching and learning environment.

Strategic Objective 2: Enable the council to make the expansion of secondary education based on the number of students and the catchment area.

Strategic Objective 3: Empower the council to manage and control the use of funds of the Department of Secondary Education.

Strategic Objective 4: Empower the Department of secondary education to effectively fulfill its responsibilities with regard to implementation of educational policies, laws and regulations governing the provision of secondary education.

Key Targets:

- Shortage of Science and Mathematics teachers reduced by 50% by 2020
- Five advanced level secondary schools established in 5 wards by 2020
- Drop outs due to pregnancy reduced to zero by 2020
- BRN targets of primary and secondary pass rates surpassed by 5% from 80% in 2015 to 85% by 2020.
- Proportion of teachers sharing housing reduced by 50% by 2020

- Number of pupils per classroom reduced from approximately 60 to 45 by 2020

Strategies:

- Ensure that school principals collect and maintain accurate data on their schools and are given tools for accurate data collection.
- Ensure that the Department of Secondary Education coordinates, collects, analyzes and keeps accurate records of all secondary schools and is provided with working tools for coordinating, collecting, analyzing and keeping accurate records of all secondary schools.
- Ensure that the community is educated properly on the importance of education for their children and is sensitized to participate or contribute in kind e.g. self help initiatives such as brick making for the expansion of education facilities.
- Ensure that the Council through its internal revenue allocates funds for the purpose of expansion of secondary education.
- Ensure that the Department of Secondary Education in collaboration with the secondary school principals prepare projects proposals (write -ups) and send them to the donors for the purpose of expansion of secondary education.
- Ensure that the Department of Secondary Education oversees and fully controls its bank account and secondary education funds are used as intended.
- Ensure that the Department compiles different demands of teachers and non-teaching staff correctly and comply with regulations, rules and financial regulations.
- Ensure that the Department coordinates, regulates and control income and expenditure
- Ensure that gives the Council facilitates the Secondary Education Department with working tools such as a car, furniture, an appropriate office and other necessary w
- Ensure that the council provides teachers and non-teaching staff with short and lor
- Make sure that the council pays teachers and non-teaching staff their emoluments

- Ensure that students who come from vulnerable and poor families receive essential support and get a quality education just like other students.
- Ensure that the council allocates the budget for students with special needs
- Make sure that the council improves and expand school infrastructure like hostels, teachers' houses, classrooms, laboratories, library, electricity, water and other necessary infrastructure for secondary schools in Nyasa district.

3.5.6: Functional Area - Land Development and Natural Resources

Strategic Objective 1: To guide orderly development of the district for optimum use of the land and other environmental resources.

Strategic Objective 2: To sustainably manage the anticipated population growth and spatial expansion of urban centres.

Strategic Objective 3: To sustain natural resources and sensitize rural communities on customary land rights and land use practices which cause environmental degradation.

Key Targets:

- One qualified and skilled Planner recruited and staff in the department increased to 3 from 2 surveyors and 0 planner by 2020
- Necessary land survey and planning equipment procured by 2020
- Number of plots surveyed and allocated for various uses increased from 700 plots per year to more than 1000 plots per year by 2020
- Solid waste collection capacity increased from 1.5 tons/day to 450 tons/day by 2020
- Number of households sensitized on sustainable land use practices increased to 50% and sensitization on customary land rights increased from 6 to 84 villages by 2020.
- Number of villages sensitized on sustainable land use practices increased to 7 villages per annum by 2020
- 1,600,000 tree seedlings planted per annum in areas affected by deforestation by 2020.

Strategies

- Allocate adequate land and provide adequate infrastructure and services to meet the present and future land use requirements.
- Build capacity of the council to apportion land and other resources for various compatible, complementary and acceptable uses and activities whilst conserving the environment.
- Create self sufficient communities and neighbourhoods to promote systematic provision of infrastructure and services and equitable urban development.
- Manage urban sprawl by promoting concentric urban development pattern and establishment of satellite rural service centres.
- Avoid ad hoc land use changes
- Adopt participatory planning approaches hinged on broad participation and involvement of stakeholders from the public, private and popular sectors.
- Encourage mixed land use development densities as a means for attaining interwoven urbanity.
- Eliminate land use incompatibilities through adoption of zoning development concept.
- Reduce underutilisation of valuable land.
- Conduct patrols to control wild animals to protect communities and their properties
- Facilitate provisioning of knowledge and skills to beekeeping groups and purchase of necessary equipment.
- Facilitate participation of beekeeper groups in “National Honey Week” exhibition.
- Undertake feasibility studies on existing tourist attractions in Nyasa District e.g. beaches, islands , Livingstone mountains and Pomonda Rock.
- Strengthening and close monitoring of beekeeping groups in the district.

- Purchase and plant 1,600,000 tree seedlings in areas most affected by deforestation.

3.5.7: Functional Area - Water

Strategic objective 1: To increase the number of people getting clean, safe and adequate drinking water in rural areas from 48% in 2014 to 60% of the population by 2020.

Strategic objective 2: To increase availability of clean, safe and adequate drinking water in urban areas from 48% in 2014 to 80% of the population by 2020.

Key Targets

- New water sources identified and surveyed in 20 villages by 2020
- Strengthen and rehabilitate water infrastructure in 12 villages by 2020
- Conserve the environment and water sources in 8 mountains by 2020
- Organize training on environmental conservation of water sources for communities in 40 villages by 2020
- Support construction and supervision of 20 villages and rehabilitation of 25 water projects in 15 villages by 2020.

Strategies

- Educate CWSTs and water users in rural areas how to manage water projects.
- Educate COWSOS how to manage and conserve the environment, water sources and manage projects.
- Offer different types of training to experts in the water sector.
- Build capacity of procurement office
- Undertake Internal Audit of water projects
- Undertake maintenance of water projects
- Organize awareness campaigns on environmental cleanliness and sanitation to households and institutions.

3.5.8: Functional Area - Planning, Statistics, and Monitoring

Strategic Objectives 1: To involve all development stakeholders in improving and strengthening socio-economic services in the district.

Strategic Objectives 2: To involve the community identifying development projects, utilizing existing opportunities and available resources.

Key Targets:

- Provide training for VEOs and WEOs at the village and Ward levels in order to impart skills and knowledge in areas of planning , project implementation and evaluation of development projects.
- Enhance and strengthen the participation of various development stakeholders in the implementation of development projects in the district
- Strengthening planning systems that emphasizes gender equality
- Manage and strengthen the Management Information Systems at the level of village , ward and council
- Strengthening and Improving maintenance of essential reports, records and statistics of the Council
- To design plans for mobilization of financial resources from various development stakeholders and partners to finance development projects

Strategies

- Identify and train rural technicians and build their capacities for project implementation and evaluation
- Promoting domestic and foreign partners to assist in the implementation of development projects. Community capacity building for preparation of development plans in an inclusive gender equality manner.
- Prepare Data Management and Storage System for the Council's various reports and data.

- Prepare development project proposals

3.5.9 Functional Area: Livestock and Fisheries Department

3.5.10.1 Livestock

Strategic Objective 1: To transform and develop livestock keeping to enable the sector to contribute significantly to the Council's revenue and GDP

Key Targets

- Number of best breed of pigs introduced to 15 villages by 2020
- 1 modern slaughter-house for goats constructed at Tingi and Mbambabay town and a small slaughter slab for pigs at Lituhi village by 2020.

Strategies:

- Improve rearing of pigs by introducing the best breed of pigs in 15 villages of Liwundi, Ngumbo, Mbaha, Lituhi, Kingerikiti, Luhangarasi, Tingi, Liparamba, Chiwanda, Mtipwili, Kilosa, Mbambabay, Lipingo, Liuli and Kihagara.
- Build of Livestock infrastructure
- Strengthen of livestock health services in Nyasa District
- Buy veterinary vaccines and vaccine storage refrigerator

3.5.10: Functional Area - Finance and Trade

Strategic Objective 1: Number of businesses in Nyasa District Council established

Key Targets:

- 3,500-4,000 business men/ women registered and entered into the council's data base by 2020.
- Councils' own source revenues increased from TShs 800 million to TShs 1.3 billion by 2020.

Strategies:

- Empowered two trade officers with office facilities

- Sensitize business men/women to form business bodies such as unions or association to govern their practices
- Provide managerial skills to trade officers
- Transform the collection of revenues from manual to electronic systems
- Train 20 revenue collectors at local levels

3.5.11: Functional Area - Technology, Information and Publicity

Strategic objective 1: To enhance ICT applications, improve ICT infrastructure and facilities, build capacity of its usage, establish mechanisms for ensuring proper storage of data and information through the use of server system

Strategic objective 2: Construct the councils' website to improve Open Government practices and marketing of Nyasa District Council's resources.

Key Targets:

- Information and Communication infrastructure improved by 50% by 2020
- Council data and information usage, storage and dissemination improved by 50% by 2020.

Strategies:

- Formulate the Council's ICT policy
- Incorporate ICT in the Council's Strategic Plan
- Construct Optical Fibre way from Mbamba-bay TTCL Office to the District Council's Office
- Ensure effective use of Standards and Authority for Storage and dissemination of Council's information
- Improve procedures and standards on the use of ICT facilities
- Construct and update regularly the council's website
- Install Server systems
- Install Local Area Network (LAN) in the Council's building

- Effectively implement and fully utilize standalone and Web based software technology such as EPICOR,HCMIS,GIS, M-PESA collection and PLANREP Construction
- Install the Council's domain name for the Council and Departmental Email address

Fisheries

Strategic Objectives:

To develop a sustainable, competitive and more efficient fisheries and aquaculture industry that contributes to the improvement of the livelihoods of stakeholders and the national economy while preserving the environment

Targets:

- 1. To increase annual fish production from an average 100 tons in 2015 to an annual average of 400 tons by 2020.
- 2. To improve fish handling and processing infrastructure, hygienic handling and marketing of fish and fishery products by 2020
- 3. To increase aquaculture production from 18 ponds in 2015 to 100 ponds by 2010
- 4. To protect and conserve aquatic biodiversity and environment by 2020
- 5. To improve quality, quantity and distribution of fish and fishery products in order to enhance efficient utilization and market competitiveness
- 6. To provide quality extension services that meet the needs of fisher-folk, aqua farmers and other stakeholders.

Strategies:

- Develop an appropriate vessel (motorized boats) for offshore use by small-scale fishery.
- Introduce appropriate fishing gear units into the small-scale fishery.

- Promote elimination of destructive and illegal fishing and trade practices.
- Promote alternative livelihoods initiatives and mechanisms.
- Strengthen protection of critical habitats and conservation of endangered and threatened aquatic species.
- Promote investment in fisheries and aquaculture infrastructure and facilities.
- Promote adoption of appropriate technology in fisheries and aquaculture
- Improve fish landing sites, and strengthen relevant infrastructure for fish and fishery products.
- Promote aquaculture development practices
- Strengthen fisheries and aquaculture extension services delivery
- Promote environmentally friendly aquatic and land based activities

CHAPTER FOUR

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK

4.1 Implementation

Plan implementation will help the realization of the district's Vision, Mission, Strategic objectives and Key Targets. The District Executive Director (DED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the Strategic Plan (2015 – 2020) for Nyasa District Council. The DED, with the support of the Council Management Team (CMT), shall regularly report to the Full Council (FC) with regard to plan implementation and its overall performance.

Since the Strategic Plan cuts across all mission activities of the Nyasa District Council's institutional structure, it is advisable that the Planning Department be tasked to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic activities and reporting. Thus, the respective Departments, Sections and Units shall be responsible for the day to day implementation of the Strategic Plan supported by the key stakeholders from within and outside the district.

NYASA DISTRICT COUNCIL STRATEGIC PLAN 2015/2016 - 2019/2020					
IMPLEMENTATION PLAN MILESTONES					
S/NO	One to two years MILESTONES		2015	2016	2017
A	AGRICULTURE SECTOR:				
1	Crop yield increased from		47%	57%	67%
2	Area under paddy irrigation increased from		1,334 Ha	1,734 Ha	2,254 Ha
3	Land under coffee cultivation increased from		4,528 Ha	5,886 Ha	7,657 Ha
B	ROADS SECTOR				
1	3 Roads to be constructed to connect Mpepo Division with Mbamba bay	Tingi- Malungu- Chimate Kingerikiti-Kikole- Mtipwili Kingerikiti- Lumecha- Mkalole			

2	Gravel road network in the district passable throughout the year expanded from:	18%	30%	40%
C	FISHERIES SECTOR			
	Average annual production of fish increased from	100 Tons	200 Tons	300Tons

Implementation Matrix

The strategic planning process requires the preparation of detailed action plans that include the following details for each strategy:

Table 17: The Plan Implementation Matrix

Item	Description	Purpose
Unit of measure	This is the unit of measure that will be used for the output delivered from that strategy	It is important to be clear from the outset what the unit of measure will be.
Service delivery targets	This is the volume (based on the unit of measure) that will be delivered in each year.	Service delivery targets are the 'results' that will be delivered during the planning period. These are the basis for assessing the effectiveness of the strategies in meeting development objectives
Estimated Resources	This is an estimate, in monetary terms, of the resources required to deliver the planned targets	This is important to facilitate costing of the strategy and provide a basis for resource mobilization
Responsibility	The officers (other than the DED) responsible for delivering the outputs.	Allocating responsibility is the first step to ensuring that one will be held accountable for performance.

4.2 Monitoring

Monitoring and evaluation system is an essential feedback mechanism for effective implementation of the strategic plan. It is an adaptive management framework to keep the strategic plan dynamic and responsive to the changing environment. The monitoring and evaluation process provide the stakeholders with information on the progress and results of the strategic plan implementation. Further, monitoring of the

Nyasa District Council Strategic Plan include both simple observation of the results of plan implementation activities and more rigorous and systematic data collection to provide a basis for periodic evaluation of the Strategic Plan.

In this regard, monitoring the implementation of the strategic plan constitutes a systematic tracking of activities and actions to assess progress. Progress is measured against specific targets and schedules included in the plan. This is followed by analyzing and reporting of information to various users. This enables information users to remain alert to any shortfalls or deviations and to take early corrective measures. Effective monitoring helps to identify difficulties and problem areas, and to take immediate remedial action, thereby ensuring that targets are achieved. Regular reporting at all levels is necessary for follow-up and record keeping.

Therefore monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

- Determine whether implementation is focused on the fulfillment 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 Nyasa District Council stakeholders such as the CMT and the Full Council. To ensure that the progress reports presented are adequately informative, precise and therefore credible, Table 4.1 shall guide the format of the progress reports.

Table 18: Example of quarterly progress report

S/No.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action
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Apart from reporting to various 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. The meetings together with the discussions in various committees will provide opportunities to enhance awareness and ownership of the strategic plan.

4.3 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 be conducted at the end of the financial year by the Council's Management Team. Two types of evaluations are further recommended. These are Interim Evaluation to be conducted after two and half years and be carried out by an independent consultant. The second type of evaluation to be carried at the end of the planned period (five years), again, using external evaluators with the assistance of internal evaluators. The reports, including the quarterly ones, shall form the basic inputs for updating and rolling over the planned but unexecuted activities of the Strategic Plan.

Specifically, the evaluation of the Nyasa District Council Strategic Plan (2015 – 2020) 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 Nyasa District Council's mission

4.4 Review

Plan review is important in order to remain focused in realizing the Nyasa District Council's core missions and therefore stay on 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 years and a major Plan review after five years.

4.5: Accountability, Assumptions and Risks

4.5.1 Accountability

In achieving the vision, mission, strategic objectives and targets of the Nyasa District Council's strategic plan, the issue of accountability is paramount. Accountability is the expectation that each employee will accept credit or blame for results achieved in performing assigned tasks. Employees are expected to report the results of their work. This feedback enables management to determine whether effective decisions are being made and whether tasks are being performed properly. Accountability always flows from the bottom and upwards. The implementation of this strategic plan requires proper and wisely utilization of financial, human and material resources. This assumes that staff in Nyasa District Council will take responsibility and be accountable for their use of resources. The strategy implementation depends significantly on how the planned activities and outputs are effectively delegated, monitored and evaluated. Each department, sections and units in collaboration with the Planning Department will be responsible for general monitoring and evaluation of the Plan's implementation and prioritization of the projects to be undertaken. The heads of departments, Sections and Units will be responsible for the day-to-day implementation, monitoring and evaluation of actual performance.

4.5.2 Assumptions and Risks

For the Strategic objectives of this strategic plan (2015-2020) to be achieved, the following are the major assumptions which need close monitoring and timely response by Nyasa District Council Management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Nyasa District Council in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.
- Timely disbursement of fund from Central government
- Continued provision of Technical support, Policies, guidelines and Financial support from respective ministries

The major risk is the unavailability or inadequate financial resources and untimely disbursement of financial support to implement the planned activities.

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